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Master's Thesis of Public Administration

**The Relationship between
Leadership Styles and Employees'
Job Satisfaction in Nepalese Federal
Civil Service**

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Abstract

Relationship between Leadership Styles and Employees' Job Satisfaction in Nepalese Federal Civil Service

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This study has examined the relationship between leadership styles (transformational, transactional and laissez-faire) and employee job satisfaction in Nepalese federal civil service. The gap in the literature for Nepalese federal civil service has been acknowledged by using the existing literatures in full range leadership theory and job satisfaction theories. Is there any relationship between leadership theory (transformational, transactional and laissez-faire) and employee job satisfaction with control variables: gender, age, work experience, leadership rank and education in Nepalese federal civil service? was the main research question of this study. The target population of this study was Nepalese federal civil service, particularly, Office of the Prime minister and Council of Ministers (OPMCM) which comprises currently working 281 full time civil servants. A proportionate stratified sample of 165 was selected by using stratified systematic sampling method. The perception on leadership styles and job satisfaction was collected by using Multifactor Leadership Questionnaire 6S form (Avolio & Bass, 2004) and Job Satisfaction Survey (Spector, 1985) respectively.

The result of the principal component analysis with varimax rotation showed slight changes in the distribution of the factors for MLQ 6S in Nepalese federal civil service context. Out of seven factors theoretically assumed in MLQ 6S related to leadership styles, only five factors comprising 17 items with factor loadings more than 0.4 were retained after varimax rotation. The Cronbach's alpha for transformational leadership (11 items), transactional leadership (4 items), laissez-faire (2 items) and MLQ 6S (with 17 items) were 0.89, 0.80, 0.54 and 0.893 respectively. The results of internal consistency showed that the retained factors for MLQ were reliable. Further, confirmatory factor analysis with maximum likelihood estimation showed Comparative Fit Index (CFI) of $0.93 \geq 0.9$, Standardized Root Mean Square Residual (SRMR) of $0.05 < 0.08$, Root Mean Square Error of Approximation (RMSEA) estimate of $0.07 < 0.08$. These results from the principal component analysis, value of Cronbach's alpha and the fit indices obtained from confirmatory factor analysis confirmed the validity and reliability of five factor model of MLQ 6S in Nepalese context.

The descriptive analysis, correlation analysis, ANOVA, t-test and multiple linear regression analysis were performed to test the hypotheses of this study. The female in gender category, civil servants with 30-50 years of age in age category and civil servants having 10-20 years of work experience have perceived more job satisfaction in their respective category of demographic variables. Similarly, senior executive level civil servants perceived higher level of job satisfaction among different ranks. With respective to level of education, employees with intermediate level of education showed higher level of job satisfaction in OPMCM. The civil servants perceived more laissez-faire leadership behavior than transformational leadership and transactional leadership behavior. After testing hypotheses, out of three main independent variables (transformational leadership, transactional leadership and laissez-faire leadership) and seven

control variables, this study revealed a positive and statistically significant causal relationship of job satisfaction only with transformational leadership style and laissez-faire leadership style. The regression model showed the coefficient of determination of 0.2214. So, the predictors in the regression model exhibited 22.14% percent of goodness of fit to explain the job satisfaction. The transformational leadership and laissez-faire leadership showed a positive significant relationship with job satisfaction with partial regression coefficients of 0.1429 and 0.0325 respectively at 0.05 level of significance. Whereas transactional leadership showed a positive but statistically not significant relationship with job satisfaction at 0.05 level of significance. Among three leadership styles, transformational leadership style has shown greater predictability of job satisfaction with standardized regression coefficient of 0.257 at 0.05 level of significance than other leadership styles.

The results of this study showed a mixed evidence of past literatures. The major findings of current study are believed to contribute in the field of public human resource management in Nepalese federal civil service as well as in the field of public administration. This study presented two options for Government of Nepal for selection of leadership theories to enhance the level of civil servants' job satisfaction. Out of these two choices, the adoption of transformational leadership theory is highly recommended because of its superiority over laissez-faire leadership in boosting employee job satisfaction as well as to implement long term strategic plan, policy, program and policies. Further, any studies with similar theme covering whole Nepalese civil service as well as any comparative studies in three level of government in Nepal will be more interesting and are recommended for the impending study.

Keywords: transformational leadership, transactional leadership, laissez-faire leadership, job satisfaction, Office of the Prime Minister and Council of Ministers, Nepal

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Table of Contents

Abstract	i
List of Tables.....	viii
List of Figures	x
Chapter 1: Introduction	1
1.1. Background.....	1
1.2. Problem Statement.....	1
1.3. Scope of the Study	3
1.4. Research Questions.....	3
1.5. Purpose of the Study.....	4
1.6. Methods of the Study.....	5
Chapter 2: Theoretical Background and Literature Review.....	7
2.1. Theoretical Background.....	7
2.1.1. Leadership Styles.....	7
2.1.1.1. Transformational Leadership Style.....	9
2.1.1.2. Transactional Leadership Style.....	14
2.1.1.3. Laissez-faire Leadership Style.....	16
2.1.2. Job Satisfaction.....	17
2.2. Literature Review	20
2.2.1. Relationship between Leadership Styles and Job Satisfaction	20
2.2.1.1. Leadership Styles and Job Satisfaction in Nepal	21
2.2.1.2. Leadership Styles and Job Satisfaction in Developing Countries.....	21
2.2.1.3. Leadership Styles and Job Satisfaction in Developed Countries.....	24
2.3. Critical Review	26
2.4. Research Gap.....	26

4.3. Reliability and Construct Validity of the Survey Instruments....	61
4.4. Bivariate Correlations between Variables in the Study	64
4.4.1. Results of Pearson's Linear Correlation Coefficients Test.....	65
4.4.2. Tolerance and Variance Inflation Factors (VIF) Test.....	68
4.5. Hypotheses Testing.....	69
4.5.1. Multiple Linear Regression Analysis.....	69
4.5.2. Testing the Statistical Significance of Partial Regression Coefficients	70
4.6. Results of Personal Interview	76
4.7. Discussion on Major Findings of this Study.....	80
4.6.1. Transformational Leadership and Employee Job Satisfaction.	82
4.6.2. Transactional Leadership and Employee Job Satisfaction.....	84
4.6.3. Laissez-faire Leadership and Employee Job Satisfaction.....	85
4.6.4. Predictability of Job Satisfaction by different Leadership Styles	87
Chapter 5: Conclusion and Recommendations.....	89
5.1. Conclusions.....	89
5.2. Policy Recommendations to Government of Nepal.....	91
5.3. Recommendations for the Further Research.....	92
5.4. Limitations of the Study	92
References.....	94
Appendix A: Consent Letter to Survey Participants.....	106
Appendix B: Multifactor Leadership Questionnaire (MLQ) Form 6S	107
Appendix C: Job Satisfaction Survey (JSS)	109
Appendix D: Demographic Questions	112
Appendix E : Qualitative Questionnaire	116
Abstract in Korean	119

List of Tables

Table 1. Full Range Leadership Style Factors.....	11
Table 2. Measurement and Data Sources of the Variables in the Study	37
Table 3. Descriptive statistics of survey respondents	47
Table 4. Proportion of survey respondents with respect to populationby gender and rank	49
Table 5. Descriptive statistics of job satisfaction and its dimensions.....	50
Table 6. Demographic category comparisons for job satisfaction mean score.....	52
Table 7. Descriptive statistics of leadership styles (N=165).....	53
Table 8. Demographic category comparisons for transformational leadership.....	55
Table 9. Demographic category comparisons for transactional leadership mean score	57
Table 10. Demographic category comparisons for laissez-faire leadership mean score	60
Table 11. Rearrangement of the factors according to their factor loading	62

Table 12. Measurement of variables in the study after adopting confirmatory analysis results	63
Table 13. Results of Pearson's correlation coefficient test.....	67
Table 14. Collinearity statistics showing Tolerance and VIF coefficient.....	68
Table 15. Partial regression coefficients of the independent variables in regression model.....	73
Table 16. Standardized partial regression coefficients of the independent variables.....	75

List of Figures

Figure 1. Analytical Framework for the Study	28
Figure 2. The Sampling Process Adopted in thisStudy	42
Figure 3. Estimated five factor model of MLQ 6S	64

Chapter 1: Introduction

1.1. Background

The leadership style has been a prominent predictor for job satisfaction of the employee in different settings of private or public sectors. A number of studies have been conducted covering health, education, security, manufacturing and so on (Amin, Shah, & Tatlah, 2013; Chang, 2017; Febres, 2017; Kelali & Narula, 2017; Long, Yusof, Kowang, & Heng, 2014; Mung, May-Chiun, Kwang Sing, & Ayob, 2011; Naseem, Afzal, Sehar, & Gilani, 2018; Nash, 2016; Saleem, 2015; Shrestha, 2012; Sundi et al., 2010; Yassin Sheikh Ali, Abdiaziz Sidow, & Salad Guleid, 2013). But there are handful of studies conducted in civil service. So is in the case of Nepalese civil service.

Job satisfaction has played significant role in individual as well as organizational level performance in any sector. In order to improve employee's satisfaction there are many intrinsic and extrinsic tools of motivation. Where a leadership plays a vital role.

There is a lack of literatures in relationship between leadership styles and employees job satisfaction in Nepalese civil service. A series of studies in leadership research in Nepalese civil service is required from the research community and from the side of Government of in order to understand the dynamics of relationship between leadership styles and employee job satisfaction. This task is initiated with the current study to fill the gap in the literature by generating anew empirical study in this field. The results and recommendations of this study are useful to the Government of Nepal and the leadership researchers in the field of public administration. The established relationship between leadership style and job satisfaction opened a door for more studies in civil service in Nepal and provided a policy input for Government of Nepal.

1.2. Problem Statement

The office of the Prime Minister and Council of Minister (OPMCM) is the core ministry infederal government of Nepal for management of overall

governance system in Nepal. This office is the center of public policy making, supervision and monitoring of public service delivery, coordination and collaboration among other players in the governance system. The success and failure of this office depends on the level of performance maintained by the civil servants working for OPMCM. The level of performance of the employees depends on their perceived level of job satisfaction. Among different predictors of job satisfaction, leadership styles have multidimensional role in government organizations. Therefore, the results of a relationship between leadership styles and employees job satisfaction could provide a better policy input to the Government of Nepal to implement the government plan, policy and projects to achieve an expected level of socioeconomic development in Nepal.

The success and failure of OPMCM is very directly associated with the success and failure of Government of Nepal. This is an office for both head of the government and the chief of the civil service personnel. The level of employee job satisfaction affects the organizational as well as the individual performance too. Similarly, among many determinants for employees' job satisfaction, the leadership style has been prominent in all types of organizations (Masood, -Ul-Ain, Aslam, & Rizwan, 2014; Tutuncu & Kozak, 2007; Unutmaz, 2014; Yaseen, 2013). There are many scholarships conducted to examine the relationship between leadership styles and employee job satisfaction both in private and public sector. Adoption of appropriate leadership style seems to be effective to improve the level of employees' job satisfaction to increase the individual as well as organizational performance.

Therefore, the main focus of this study was to examine the relationship between leadership styles (transformational, transactional, laissez-faire) (Bernard M. Bass, 1997; Bernard M Bass & Riggio, 2006; Mung et al., 2011; Paracha, Qamar, Mirza, & Waqas, 2012; Smith, Montagno, & Kuzmenko, 2004) and employees' job satisfaction (Kalleberg, 1977; Paul E Spector, 1997a;

Stello, 2014) to find out an appropriate leadership style for Nepalese civil service arena.

1.3. Scope of the Study

This study examines the relationship between leadership styles from full range leadership theory: transformational, transactional, and laissez-faire; and employee job satisfaction in federal civil service in Nepal. This research is a quantitative, non-experimental, cross sectional and correlational study. The civil servants working at least 40 hours a week in OPMCM is the total population for the study. The perception on leadership styles and job satisfaction was captured by the application of self-administered survey questionnaires distributed to randomly selected sample and selected personal interview. Due to limited time and fund available for the researcher, this study could not be experimental as well as covers only OPMCM. Due to the permission constraint for using full version of Multi Factor Leadership Questionnaire (MLQ), this study uses the short version of MLQ available in Korean translated version of the book entitled: *Leadership Theory and Practice* (Northouse, 2013).

1.4. Research Questions

Due to the lack of literature and the past scholarships on the relationship between leadership style and employee job satisfaction in Nepalese civil service, it is difficult to conclude that which leadership style works well in the service to boost employee's job satisfaction. So, this study was aiming to search the answer for the following research questions to reach to the findings of the study.

Research Question1: what is the relationship between leadership styles (transformational, transactional and laissez-faire) and employee job

satisfaction in Nepalese federal civil service with age, education, rank, gender, work experience as control variables?

Research sub question1: to what extend the transformational leadership style explain the variation in employee job satisfaction in Nepalese federal civil service?

Research sub question2: to what extend the transactional leadership style explain the variation in employee job satisfaction in Nepalese federal civil service?

Research sub question3: to what extend the laissez-faire leadership style explain the variation in employee job satisfaction in Nepalese federal civil service?

1.5. Purpose of the Study

The purpose of this quantitative, non-experimental, exploratory, exploratory, cross-sectional, survey research was to examine the relationship between leadership styles and employee job satisfaction. This study is expected to expand the knowledge related to the relationship between leadership styles: transformational, transactional, and laissez-faire; and employee job satisfaction in Nepalese federal civil service. Theoretically, the results of this study are expected to extend the knowledge of the relationship between leadership styles and employee job satisfaction in civil service. On the other hand, government of Nepal, senior managers, middle level managers and other staffs are expected to get to know about the level of implementation of the leadership theories and the state of level of job satisfaction from the results of this study. Up to the knowledge of the author of this study, it is the first exploratory research to test leadership theories (transformational, transactional, and laissez-faire) their relationship with employee job satisfaction in Nepalese civil service. So, all the stakeholders in this arena are expected to get benefit from the results of this study. This study provided an

empirical finding on relationship between leadership and job satisfaction of civil servants and is expected to contribute in the public human resource management in Nepal.

1.6. Methods of the Study

This study was a quantitative, non-experimental, correlational, explanatory survey research. The main purpose was to test the transformational, transactional and laissez-faire leadership style theory that associates these leadership styles (independent variables) to job satisfaction (dependent variable). So, this study examined the relationship between leadership styles theories (transformational, transactional and laissez-faire leadership style) and employee job satisfaction in OPMCM. All ranks of civil servant working at least 40 hours per week in OPMCM were the unit of analysis. The 281 civil servants are working currently in OPMCM under Prime Minister Office (PMO), National Vigilance Center (NVC), Public Procurement Management Office (PPMO) and Office of the Investment Board (IBN). The full list of civil servants working in these offices i.e. 281 civil servants was the sampling frame. According to the G*Power analysis, a representative sample for this population was 172. Similarly, Rao soft's online sample size calculator recommended sample size for this study was 163. A sample of 165 was selected randomly by using multistage systematic sampling from sampling frame. The perception of the respondents on job satisfaction and leadership styles (transformational, transactional and laissez-faire) was collected by using short version of Multifactor Leadership Questionnaire (MLQ 6S Form) (Bass & Avolio, 2000), Job Satisfaction Survey (JSS) (Spector, 1985) and demographic questions. The single survey designed by combining short version of MLQ, JSS and demographic question in Google forms and was sent to the respondents through individual email addresses. The collected data was downloaded from Google form in MS-Excel and

imported to the SAS software version 9.4 for the purpose of data analysis (SAS Institute Inc, 2017). The descriptive analysis, correlation and regression analysis, ANOVA, t-test were performed to test the hypotheses of this study to examine the relationship between leadership styles and job satisfaction in OPMCM.

Chapter 2: Theoretical Background and Literature Review

This study took job satisfaction as the outcome variable whereas leadership styles (transformational, transactional and laissez-faire) were the predictor variables. This chapter includes the review of around 100 articles, dissertations on the select topic of theoretical background on evolution of leadership style, transformational leadership, transactional leadership and laissez-faire leadership style and job satisfaction, theories as well as the review of literature on relationship between leadership styles and employee job satisfaction. This study presents the approaches to identify the research questions, methods to answer the research questions, the methodological approaches, reliability and validity of the survey instruments used in this study: Multifactor leadership Questionnaire (MLQ) 6S (Avolio & Bass, 2004), Job Satisfaction Survey (JSS) (Spector, 1985). The select articles, dissertations and other related documents were searched with Seoul national University online databases of journal and online books. The google scholar, different websites of Government of Nepal were also used to gather information on the leadership theories, job satisfaction theories and the Nepalese situation on leadership styles and job satisfaction.

2.1. Theoretical Background

2.1.1. Leadership Styles

Leadership has been the popular topic of interest for the scholars in this field globally. Every corner of the globe is interestingly examining the concept and complexities of different leadership theories and processes (Antonakis, 2012; Bass & Avolio, 1990; Lowe & Gardner, 2000; Northouse, 2013). The established theories have been tested in different settings of public,

non-profit and private sectors ranging from small to bigger organizations. The word leadership has as many definitions as the researchers in the field of leadership research. In early three decades (2000-2030), the focus of the scholars was on the definitions of leadership particularly grounded on the control mechanisms and procedures preferred by leaders in collecting power to maximize their influence on followers (Mohammad Mosadegh Rad & Hossein Yarmohammadian, 2006; Northouse, 2013).

Afterward in 1930s the traits became the focus of the defining leadership where the main focus was influence rather than the domination. Later in 1940s, the focus was shifted towards group approach to define the leadership. Similarly, leadership was defined in terms of extension of group theory, that developed shared goals and influences the group effectiveness in mid -20th century. Leadership as behavior was defined in 1960s. the act of an individual which influence followers in a shared directions (Seeman, 1953). This decade was particularly popular with the concept of authentic leadership theory (B. J. Avolio, Walumbwa, & Weber, 2009; Goleman, 2000; Northouse, 2013; Schein, 2004; Uhl-Bien, Marion, & McKelvey, 2007).

Additionally, in 1970s, the organizational behavior approach was emerged to define the leadership concept. Burn (1978) defined an important concept of leadership as

“ Leadership is the reciprocal process of mobilizing by persons with certain motives and values, various economic, political and other resources in a context of competition and conflict, in order to realize goals independently or mutually held by both leaders and followers”(p.425) (Northouse, 2013).

At the same period, the seminal work of Greenleaf was came up and provided the basis to define servant leadership as the new concept of leadership which put followers; need ahead of the leaders' (Sendjaya, Sarros, & Santora, 2008; van Dierendonck, 2010; Wallace, 2006). The series of

research works and scholarships defined leadership in different ways in terms of leaders' wish, influence, traits and transformations. That decade was particularly imperative for introduction of transformational leadership, transactional leadership styles by Bass in 1985. Later on, in twenty first century there were continued debates as to whether the leadership and management are separate process or same concepts. On the other hand, researchers were debating on concepts and influence of different leadership theories: authentic leadership theory, transformational leadership theory, spiritual leadership theory, servant leadership theory, adaptive leadership theory (Febres, 2017; Northouse, 2013; Salter, Harris, & McCormack, 2014; Spears, 1996; van Dierendonck, 2010).

Among the leadership styles, the full range leadership was the most recent, widely accepted and theoretically supported theory in leadership research with three pillars of leadership concept. This theory is covering almost all the characteristics of leaders in the combined model of three different leadership concepts: transformational, transactional and laissez-faire leadership style. This study has preferred the discussion and testing of these three leadership styles and examined their relationship with the employees' job satisfaction in Nepalese Civil service context. This study took transformational leadership style, transactional leadership style and laissez-faire leadership style as the three main independent variables and employee job satisfaction as dependent variable. In this section of the study, the theoretical and methodological review on the three pillars of recent leadership styles i.e. transformational, transactional and laissez-faire leadership styles is presented.

2.1.1.1. Transformational Leadership Style

The term transformational leadership was first coined by Downton in 1973 and discussed theoretically first by political sociologist James MacGregor and Burns in 1978 with a classic work as a book entitled

Leadership (1978). He tried to establish the link between leadership and followership. Similarly, leaders are the people who tap the motives of followers in order to better achieve the goals of leaders and followers (p.18). Transformational leadership has been one of the current and most popular leadership that has been the focus of the much research since the early 1980s. Transformational leadership style has been a part of the “New Leadership” paradigm which focuses on charismatic and effective elements of leadership highlighting the subordinates intrinsic motivation and personal development (Northouse, 2013).

Transformational leadership involves an exceptional form of influence that moves followers to accomplish their tasks at more than expected level. It is a process that generally contains charismatic and visionary leadership. Transformational leadership is a process that changes and transforms the people focusing on emotions, values, ethics, standards, and long-term goals. This type of leadership can be used to describe a wide range of leadership, from very specific attempts to influence followers in one to one level, to very broad attempts to influence the whole organizations and even entire culture (Northouse, 2013; p.162). The emphasis is given to satisfying their needs and treating them as a complete human being. In Although the transformational leaders plays pivotal role in bringing change, followers and leaders are always together in the transformation process (Northouse, 2013).

Bass (1985) provided a more extended and refined form of transformational leadership. He developed one model that was consistent with the concept of transformational leadership developed by Burns (1978) and charismatic leadership developed by House in 1976.

Bass articulated the concept of transactional and transformational leadership in a single continuum where transformational leadership, transactional leadership and laissez-faire leadership styles were arranged respectively from left to the right side in a single continuum by combining

seven factors in the model to describe the transactional, transformational and laissez-fair leadership styles.

Table 1. Full Range Leadership Style Factors

Transformational Leadership	Transactional Leadership	Laissez-faire Leadership
Factor 1: Idealized influence, Charisma	Factor 5: Contingent reward, Constructive transactions	Factor 7: Laissez-faire, Non-transactional
Factor 2: Inspirational motivation	Factor 6: Management by exception, Active and passive, Corrective transactions	
Factor 3: Intellectual stimulation		
Factor 4: Individualized consideration		

Source: Adapted from Leadership Theory and Practice (Northouse, 2013)

Four Dimensions of Transformational Leadership. Transformational leadership style encompasses a leader satisfying followers' basic needs and higher desires, as well as inspiring followers to suggest solutions toward working and achieving goals together more effectively (Bolden, Gosling, Marturano, & Dennison, 2003; Stewart, 2006). This leadership styles comprise four dimensions of (a) idealized influence (b) individualized consideration, (c) intellectual stimulation, and (d) inspirational motivation (Bass, 1985; Mathew & Gupta, 2015).

Idealized Influence: The first dimension of transformational leadership style 'Idealized influence' refers the leader as role model who works for developing

shared vision and improving relationship with followers. This trait of transformational leadership especially influences the subordinate to follow their leaders. The ways the follower behave a leader determine the level of idealized influence.

Individualized Influence: The second dimension of transformational leadership ‘individualized consideration’ refers to creating supportive environment and recognizing the needs, desires of subordinates and empowering and supporting them to achieve their goals as a mentor (Avolio, Bass, & Jung, 1999; Bass & Avolio, 2000; Bass, 1985; Bolden et al., 2003; Mathew & Gupta, 2015).

Intellectual Stimulation: The third dimension of transformational leadership is ‘intellectual stimulation’. This aspect of transformational leadership refers sharing knowledge with subordinates in order to stimulating creativity, ideas, and solutions. Furthermore, intellectual stimulation involves sharing vision, focusing on a mission, and inspiring pride, respect, and trust in followers. Similarly, this aspect of transformational leadership motivates subordinates to a high level of moral and ethical conduct (Avolio et al., 1999; Bass & Avolio, 2000; Bernard M. Bass, 1985; Lowe, Kroeck, & Sivasubramaniam, 1996).

Inspirational Motivation: The fourth dimension of transformational leadership is inspirational motivation. This aspect of transformational leadership refers application of team spirit and setting up higher expectations for followers to keep them motivated to stay in job and achieve the common or complex goals and objectives in their own way (Bass & Avolio, 2000; Bernard Bass, 1985; Lowe et al., 1996).

Strengths of Transformational leadership. Transformational leadership is taken as a positive leadership style in comparison to the transactional and laissez-faire leadership style. Particularly, this kind of leadership style has

been the attention of big community of the researchers since its introduction in early 1970s. Many leadership, scholars has conducted research on this leadership theory (Lowe & Gardner, 2000). The vision and the commitment of leaders to the followers need and personal development, this leadership style make sense with the followers and has intuitive appeal for others (Antonakis & House 2012 - Avolio & Yammarino, 2013).

In any organizations, the regular and fair interactions between transformational leaders and followers about the organizational and fulfillment of their own needs and perceived motivation and improved morality ultimately make positive changes to the organizational performance. Further, this leadership model is broader than others model to describe about the leadership and followers need, their ability, chances of correction, motivation and morale and visionary approach. This leadership style is considered as an effective leadership style in comparison to other leadership style (Yukl, 1999). This study was made using Multifactor Leadership Questionnaire (MLQ) and has been shown to be effective and positively related to the followers' motivation, and performance.

Criticisms of Transformational Leadership. Despite of being a positive leadership style, transformational leadership style is also criticized in some aspects as it has several weaknesses. It lacks conceptual clarity on various activities and characteristics that it supposed to represent (Northouse, 2013). Similarly, while practicing the notion of idealized influence, individualized consideration, intellectual stimulation, and inspirational motivation by transformational leaders to motivate their subordinates for the accomplishment of the vision, mission, goals and objectives of the organizations, there is possibility of abuse of authority because of their own inner urges, compulsions, motivations and dysfunctions (Yukl, 1999). The potential abuse of authority can direct subordinates to achieving leaders' own

interest and therefore deviates the focus from fulfilling the followers' need and achieving the overall organizational goals. The concept of possibility of shared leadership is also underestimated and suffers from a "heroic leadership"(Yukl, 1999). Furthermore, another criticism is about measurement of transformational leadership.

The researchers generally use some versions of Multifactor Leadership Questionnaire (MLQ) to measure the transformational leadership but its validity has been questioned in some cases. The four factors described in transformational leadership are highly correlated to each other shows that they are not distinct factors (Tejeda, Scandura, & Pillai, 2001). The transformational leadership treats leaders as a personality trait or personal predisposition rather than a behavior that people can learn. Further, researchers have not established that transformational leadership have transformed any individual or organization in real practice (Antonakis & House 2012 - Avolio & Yammarino, 2013; Antonakis, 2012; Jacquart & Antonakis, 2015). The demerits of transformational leadership are mitigated when followers are aware and engaged in how they are being led. Similarly, transformational leadership requires that leaders be aware of how their own behaviors relates to the need of the followers and changing dynamics within their organizations(Northouse, 2013).

2.1.1.2. Transactional Leadership Style

Transactional leadership was first coined by Weber in 1958 and further theorized by Bass in 1985. This leadership style encompasses an exchange of valued things with employees to achieve their interest, as well as those of employee. Transactional leadership refers to the bulk of leadership models which focus on the exchanges of that occur between leaders and followers. The exchange dimension of this type of leadership is very common and can be

realized at many levels throughout all types of organizations (Burns, 2012; Warrick, 2011). This leadership style is a process of putting out rewards and punishments to influence employees. Employees will be rewarded or punished respectively on their success or failure at job (Bass, 1985).

Two Dimensions of Transactional Leadership. This leadership style comprises two dimensions: (a) contingent reward and (b) management by exception.

Contingent Reward is associated with the clear or ambiguous agreement for reward after completion of desired agreed goals. This is an exchange process between leaders and followers by which leaders offer specific rewards as a return for the effort made by their followers (Bass, 1985).

Management by Exception refers to controlling and supervising subordinates for negative deviations, mistakes or rule violations and following up with corrective actions (Clarke, 2013; Hartog, Muijen, & Koopman, 1997; Northouse, 2013). The second dimension of transactional leadership comprises two folds: (a) management by exception-active and (b) management by exception-passive. The dimension of transactional leadership is management by exception-active which refers to close monitoring and supervision of subordinate so as to correct and guide on the field to accomplish their tasks. Whereas management by exception-passive refers not to observe continuously and wait for a worst or lowest standard of the performance by subordinates. So, leaders focus on corrective criticism, negative feedback and negative reinforcement (Bass, 1985; Clarke, 2013).

Difference between Transformational and Transactional Leadership. Transactional leadership differs from transformational leadership in the

condition that transactional leaders doesn't separate needs of followers or focus on their personal development. Transactional leaders exchange things of value with subordinates to achieve their own and followers' demands (Kuhnert & Lewis, 1987).

Transactional leadership theory recommends that both the leaders and followers may have significant power and influence through a mutual beneficial exchanges (Deluga, 1990). Transactional leaders are different from transformational leaders in terms of their treatment to the followers. Transactional leaders are mostly negative towards their followers than transformational leaders. They always engage with followers with the intension of exchanging the valued things rather than to improve followers' motivation and morality. This type of leadership can be practiced in the work place with clear cut measurable work performance standard and expectations in light of the abilities of followers to accomplish the organizational visions and objectives. Leader and followers can make specific negotiations in terms of the responsibilities and accountabilities with an opportunity of revision of their quality and quantity outcome and output. If the leaders know well about their followers in an organization, they can set fruitful and achievable goals and accomplishment by these goals by right employees will be beneficial to the concerned individual and the whole organization (Avolio, 2014).

2.1.1.3. Laissez-faire Leadership Style

Laissez-faire leadership style was first proclaimed by Lewin and his team in 1939 and was further pronounced by Bass in 1985. This leadership style is far from the transactional leadership style and represents the non-transactional behaviors. As this leadership characterizes a nonappearance of leadership and leaders takes an approach of lets –things- ride. Laissez-faire leaders miss the mark to take the responsibilities, delays decisions, giveno feedback and are

reluctant to make any effort to fulfill the followers' needs. Leaders are not in contact and hence no transactions with followers occurs (Northouse, 2013).

This category of leadership allows complete freedom to employees and nonparticipation from directly influencing subordinates; and giving no direction. Such leaders do not participate in group or individual decision making (Bernard M. Bass, 1985; Deluga, 1990; Lewin, Lippitt, & White, 1939). The leaders have no specific way of achieving goals whereas employees are given authority and provided with necessary resources to make decisions and complete tasks by consuming their own style (Lewin et al., 1939). Further, laissez-faire leadership gives more freedom, autonomy and flexibility to the followers. Followers, with high quality skill, knowledge and abilities accomplish their tasks on their own. This may lead to higher motivation and morale in followers' side and beneficial to both the followers and the whole organization. At the same time lack of long-term goals, team exercise and absence of learning from others can be shortcomings for modern organizations where an expected level of team work and many interdependent tasks have to be performed to achieve the organizational vision, mission, goals and objectives.

2.1.2. Job Satisfaction

The study of job satisfaction dates back to the F. W. Taylor and his Scientific management theory ("F. W. Taylor and the legacies of systemization," 2006). Taylor suggested that the employees work longer and harder for monetary rewards because of their values of economic incentives. He asserted that employees prefer money more than any other rewards. He influenced the industrial production and developed a popular theory of that time. Initially, workers were attracted towards monetary incentives and increased the productivity but later on it didn't work for long time. Later on the studies were focused on human relations asserting that human being can't

be satisfied only with monetary incentives but they seek cooperative efforts and personal and development needs of followers which is popular and known as the human relation theory (Kermally, 2005).

Hoppock asserted that worker's psychological and physical satisfaction of environmental factors, along with an individual's subjective response to working situation, comprises an individual's reported level of job satisfaction. That study showed that the factors such as life satisfaction, mental health and religion had a significant impact on an employee's job satisfaction (Hoppock, 1935). Author argued that job satisfaction is a reflection of different attitudes towards work and private life (Bowling & Cucina, 2015).

Locke suggested that job satisfaction as the positive emotional state an individual experience at their job. He asserted that job satisfaction can affect an individual's physical and mental health and social life (Locke, 1976). Another study in job satisfaction research suggested the theoretical perspectives of job satisfaction (a) fulfillment theory, (b) discrepancy theory, and (c) equity theory. The fulfillment theory refers the job satisfaction is based on the level of satisfaction of an employee's needs being met on the job. This theory suggested that they will be satisfied if their demands are met (Lawler & Suttle, 1973; Wanous & Lawler, 1972). The discrepancy theory refers that not all employees have similar expectations. Further, employee happiness and job satisfaction centers on the discrepancy between their job expectations and what they actually receives (Çelik, 2011). The employee job satisfaction is highly influenced when the discrepancy is perceived. The difference between employee expectation and perceptions of what they receives determines their level of job satisfaction (Locke, 1969, 1976).

Other theories on job satisfaction are (1) motivation-hygiene two-factor model (Herzberg, 1959; Stello, 2014) (2) job characteristics model (Ali et al., 2014) and dispositional approach (Straw & Ross, 1985). The motivation hygiene factor suggested two factors (motivation and hygiene) as the

determinants of an employee's job satisfaction and dissatisfaction for a job. Motivation factors have a positive influence on employee's work performance which results in job satisfaction. Hygiene factors are not considered to be motivating but can influence employee's job dissatisfaction. Job characteristics model suggested five factors that can have high influence greater meaning, responsibility and knowledge of results for employee: (a) skill variety (b) task identity (c) task significance (d) autonomy (e) feedback. Maslow in 1954 asserted 'Hierarchy Need Theory' to define individual's job satisfaction in terms of overall needs (Taormina & Gao, 2013). He asserted the level of job satisfaction for the employee's in basic needs, safety needs, physiological needs, self-actualization etc.

Further, job satisfaction is defined as the "... emotional reaction a worker has towards his/her job after a comparison of the outputs he/she expects or desires with real outputs" (Swaminathan & Jawahar, 2013). Similarly, job satisfaction is defined as the fulfillment of an individual's needs and personal goals in the service (Wanous & Lawler, 1972). Additionally, job satisfaction covers a person's overall content of the work process (Katz & Kahn, 1978; Locke, 1976). Job satisfaction represents the results of "the appraisal of one's job as attaining or allowing the attainment of one's important values, providing these values are congruent with or help to fulfill one's basic needs" (Locke, 1976, p. 1319). Finally, job satisfaction encompasses an employee's overall attitude toward their job (Vroom, 1962).

Among these models, the job satisfaction model developed by Sector (1985) has broader coverage of the job satisfaction factors. As his theory encompasses nine different factors (Pay, Promotion, Supervision, Fringe benefits, Contingent rewards, Operating procedures, Coworkers, Nature of work, Communication) which has direct influence on employee's job satisfaction. These factors are well organized in measurable model. He developed a Job Satisfaction Survey (JSS) to measure the level of job

satisfaction of the employee. Similarly, the validity and reliability to test employee job satisfaction was also calculated and assured (Paul E. Spector, 1985; Paul E. Spector & Fox, 2003; Paul E Spector, 1997b). The survey has been revised and authenticated in times. Therefore, this study employed the Job Satisfaction Survey(JSS) developed by Spector in 1985.

2.2. Literature Review

2.2.1. Relationship between Leadership Styles and Job Satisfaction

The productivity of any organization depends upon visions and strategies adopted by their leaders. Leaders can give appropriate direction to their organization to best achieve their goals by effectively utilizing the human capital in organization. They can motivate or demotivate their subordinates to work in line with the organizational needs. The relationship and understanding established between organizational leaders and subordinates influence the degree of success or failure of any organizations. There are different factors affecting the job satisfaction of the employees including leadership style adopted by the organizational leaders. A study in early 1990s suggested that 45% to 65% of all factors including job satisfaction affect the organizational performance and productivity there by determining the success and failure of an organization(Bass, B.M. and Avolio, 1990). The literature review for this study tried to contain the major studies conducted in last five decades in the field of public sector leadership and job satisfaction research particularly focusing the relationship between above mentioned leadership styles (transformational, transactional, laissez-faire) and job satisfaction in public sector. The following section covered a brief review of relationship between leadership styles and employee job satisfaction in Nepal, neighboring countries, developing countries and in the developed countries respectively.

2.2.1.1. Leadership Styles and Job Satisfaction in Nepal

Shrestha conducted a study on leadership styles, subordinates' satisfaction with the leader and perceived effectiveness in Nepali telecommunication company. He used MLQ 5X (short) version of Bass and Avolio's multifactor leadership questionnaire to collect the perception of leadership for a sample of 115 in Nepali telecommunication company. His study concluded that transformational leadership was a stronger predictor of employee's job satisfaction than transactional leadership. Further, a partial mediation of relationship between transformational leadership and leader effectiveness and work unit effectiveness by job satisfaction. Author recommended the telecommunication companies to implement the transformational leadership theory in achieving the organizational as well as the individual level goals and objectives (Shrestha, 2012).

A study conducted on impact of chief executive officer's leadership behavior on the job employee job satisfaction and company's profitability in Nepalese financial institutions with a sample of 136 employees from 17 finance companies in Nepal concluded with a significant positive relationship between transactional leadership and employee job satisfaction (Uprety, 2016).

Transformational leadership and organizational culture were positively related and both the variables were significantly influential to the development of good organizational culture of learning organization in Nepal. A transformational leader showed positive influence on organizational culture and overall development of organization (Rijal, 2016).

2.2.1.2. Leadership Styles and Job Satisfaction in Developing Countries

A study conducted by a group of researchers in Kenya on the relationship between leadership styles and employee job satisfaction in Kakamega county in Kenya with a random sample of 93 from a population of 123 in Ministry of

interior and coordination of National Government service revealed a significant positive relationship between leadership style employee job satisfaction ($r = 0.604$; $p < 0.01$). authors recommended to practice good leadership skill to increase the employee job satisfaction in Kenya county government (Orute, Mutua, Musiega, & Masinde, 2012).

A group of researchers in Pakistan studied about relationship between leadership styles and impact on Nurse job satisfaction in public hospital in Punjab. The study was conducted in public hospital of Lahore with a selected sample of 211 registered nurses and concluded with the preference of transformational leadership by nurses in the work place. Transformational leadership style had positive significant relation with job satisfaction and job performance in Pakistan public hospital(Naseem et al., 2018).

Another study conducted in India about impact of leadership styles in employees' job satisfaction in commercial banks with a the sample size of 100 employees concluded with an association between leadership styles and job satisfaction in commercial banking sector in India (Shravasti & Bhola, 2014).

Further in 2016, the effect of transformational, transactional and non-leadership on the job satisfaction and organizational commitment was studied by taking a population of all three levels of schooling in the province of Kermanshah, Iran in 2012-2013 with a sample size 387 teachers who were randomly selected from among 42 government schools. The result showed that the charismatic leadership was a strong predictor of the job satisfaction and value commitment, and laissez-faire leadership was a strong negative predictor of intent to stay (Sayadi, 2016).

A quantitative descriptive study conducted to investigate the mediating role of organizational politics on the relationship between leadership styles and employee job satisfaction by following a non-probability convenience sampling approach revealed a positive impact of transformational leadership on employee job satisfaction while transactional leadership style has negative

impact on job satisfaction. The findings suggested that perceived organizational politics partially mediated the relationship between leadership styles and job satisfaction (Saleem, 2015).

A quantitative correlational study conducted in participation of 200 Malaysian public sectors executives revealed that the transformational and transactional leadership style found to be having direct relationship with employee job satisfaction while the former has stronger positive correlation than the later one. That study suggested that the transformational leadership style deemed to be suitable for managing government organizations (Mung et al., 2011).

A study conducted in Malaysia to examine the influence of leadership styles on employees' job satisfaction in public sector organization collected data from 200 public employees working at executive level voluntarily participated the survey. After data analysis, transformational and transactional leadership styles were found to be related with employee job satisfaction. But the influence of transformational leadership style was greater than that of transactional leadership style (Mung et al., 2011).

Another study conducted by Munir and his associates in Malaysiato examine the relationship between transformational leadership and employees' job satisfaction in collected data by using a questionnaire from 214 academic staffs from four different universities in Malaysia. The correlation of total scores of transformational leadership and employee's job satisfaction indicated a positive linear and strong relationship ($r=.725$). Thus, it is important to understand the characteristics of leadership towards employee's job satisfaction since it will affect employee's morale and performance. Further this study recommended leaders to improve their leadership skills so as to enhance employees' job satisfaction. Similarly, management can incorporate the findings by shaping effective leader in such a way to enhance

the overall level of job satisfaction of their employees (Munir, Rahman, Malik, & Ma'amor, 2012).

Further, a research study conducted in South Africa on the influence of leadership styles on job satisfaction revealed statistically significant relationship between transformational leadership and job satisfaction, transactional leadership and job satisfaction; and laissez-faire leadership and job satisfaction in cellulose pump mill in Kwazulu-Natal. Among three types of leadership styles, the contribution of transformational leadership was found to be most influential to employee job satisfaction (Loganathan, 2016).

2.2.1.3. Leadership Styles and Job Satisfaction in Developed Countries

A study conducted in German research university on the relationship between transformational leadership style and followers' job satisfaction by taking a sample of 360 employees from 36 different academic teams concluded that transformational leadership is positively related with employees' job satisfaction in individual and team level and that relationship was team significantly mediated by trust of followers to the supervisor and their team (Braun, Peus, Weisweiler, & Frey, 2013).

In 2015, a study was conducted in Turkey's health care industry particularly in two big government hospitals to examine the perception of public servants and private sector employees (outsourcing) on transformational leadership, organizational commitment, organizational trust and job satisfaction using an instrument items adopted from the transformational leadership inventory, job satisfaction survey and a sample of 2108. The major findings indicated a significance difference between public and private sector employees in terms of their perceptions on two dimensions of transformational leadership (being an appropriate model, providing individualized support), overall transformational leadership and one

dimension of job satisfaction (communication) (Top, Akdere, & Tarcan, 2015).

Another study conducted on relationship between leadership styles (transformational and transactional) and employee job satisfaction in selected retail outlet of Slough, United Kingdom concluded with a data collected from a sample of 270 with a response rate of 85% that transformational leadership style had positive effect in employee job satisfaction whereas transactional leadership had insignificant relationship with job satisfaction (Asghar S., 2018)

Similar study conducted in Brow Ward County and Miami-Dade County in South Florida, U.S.A, examined a relationship between managers' leadership style (transactional and transformational leadership) and job satisfaction of their subordinate. That quantitative, cross-sectional correlational study assumed the population of all businesses. The sample was drawn from a population of 30 managers and 150 subordinates. The result of that study revealed a statistically significant relationship between leadership styles and job satisfaction. Further, the findings of the study showed that the transformational leadership was better predictor than the transactional leadership styles (Febres, 2017).

Handsome conducted a study to examine the relationship between leadership style and job satisfaction in Walden participant pool revealed a positive relationship between transformational leadership and employee job satisfaction whereas laissez-faire leadership was negatively related with subordinate's job satisfaction in U.S.A (Handsome, 2010).

Another study was conducted on leadership style, employee empowerment and employee job satisfaction in Federal Agency in St. Louis, Missouri in 2016 This correlational quantitative study took MLQ and Federal employee viewpoint Survey as the survey instrument to 129 Internal Revenue service (IRS) employee who work in call center. The study revealed that the transformational, transactional and passive/ avoidant leadership styles related

to both job satisfaction and employee empowerment. The transformational leadership style has positive strong correlation with the job empowerment and job satisfaction whereas passive / avoidant leadership style has shown a negative correlation with the variables (Nash, 2016).

2.3. Critical Review

The relationship between leadership styles and job satisfaction has been examined in developing to developed countries in public, non-profit and private organizations. In majority of the studies, the transformational leadership found to be positively and significantly related with employee job satisfaction. For transactional leadership and laissez-faire leadership, the results are mixed evidential. Among all the leadership styles, transformational leadership styles were significantly and effectively contributing higher to the employee job satisfaction. The past studies in public service or civil service setting is very low or not at all available. In Nepalese case, very few studies were conducted in public or private setting in commercial banks and telecommunication companies. There is scarce of the past literatures in civil service setting to examine the relationship between leadership styles and employees' job satisfaction. On the other hand, testing full range leadership style was very few. Therefore, in order full fill the gap of literature in this field of examining the relationship between leadership styles and employee job satisfaction in Nepalese civil service was the main objective of this study.

2.4. Research Gap

Leadership style theories have consistently been shown to be a determinant of job satisfaction. This study addressed the gap in literature since none of the literature had examined relationship between job satisfaction and leadership style (transformational, transactional, laissez-faire) in Nepalese civil service.

Chapter3: Research Design

This study is a quantitative, non-experimental, correlational, explanatory survey research, designed to test the transformational, transactional and laissez-faire leadership style theory that associates transformational, transactional, and laissez-faire leadership (independent variables) to job satisfaction (dependent variable). So, this study examined the relationship between leadership styles theories (transformational, transactional and laissez-faire leadership style) and employee job satisfaction in Nepalese civil service at federal level. Furthermore, this study found the best predictor among three leadership styles for the employee job satisfaction in OPMCM. This chapter mainly dealt with the analytical framework of the study, research questions and hypotheses of the study, conceptualization and operationalization of the variables, measurement and data sources of variables. Further, this section presented a definition of population, sampling method, random sample, data collection method and data analysis methods of this study.

3.1. Analytical Framework of the Study

This study examined the relationship between leadership styles (transformational, transactional, and laissez-faire) and employees' job satisfaction in Nepalese civil service at federal ministry level. The main research question in this study was "what is the relationship between leadership styles (transformational, transactional, laissez-faire) and employees' job satisfaction in Nepalese civil service at federal level ministries?". Further, stating with the research problem and proposing few hypotheses, this study employed the past literatures and scholarships on leadership research and job satisfaction research. Among various determinants of job satisfaction, this research particularly confers the theories on transformational, transactional and laissez-faire leadership style. Similarly, the past literatures on relationship

between transformational, transactional, laissez-faire leadership style and employee job satisfaction were discussed. Thus, this study took the transformational leadership style, transactional leadership style and laissez-faire leadership style as the main independent variables and examined their influence on dependent variable of employees' job satisfaction. The demographic characteristics of respondents: sex, age, work experience, education and leadership rank were considered as the control variables.

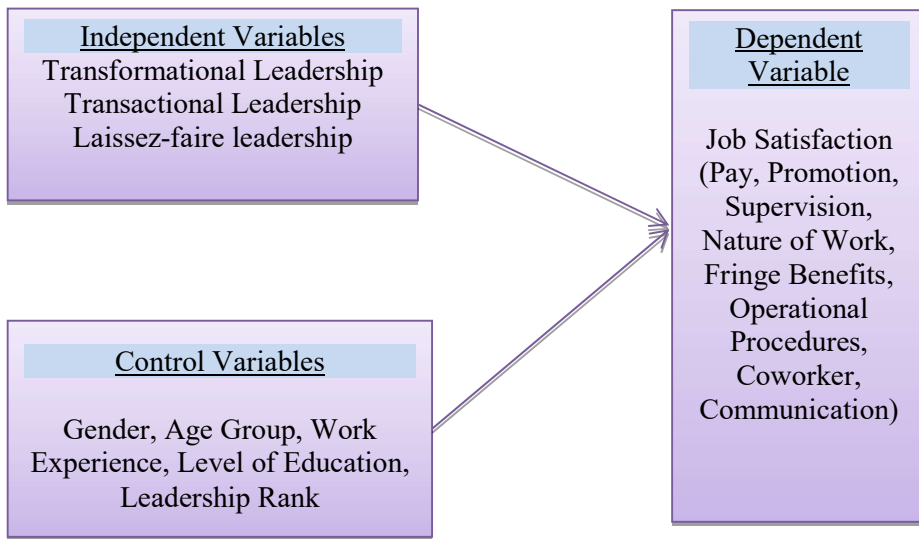


Figure 1. Analytical Framework for the Study

On the basis of the above-mentioned analytical framework, the following multiple linear regression model was designed for this study.

$$\text{Job satisfaction} = \beta_0 + \beta_1 * \text{transformational leadership} + \beta_2 * \text{transactional leadership} + \beta_3 * \text{laissez-faire leadership} + \beta_4 * \text{gender} + \beta_5 * \text{age} + \beta_6 * \text{rank} + \beta_7 * \text{work experience} + \beta_8 * \text{Education (SLC or less)} + \beta_9 * \text{education (bachelor degree)} + \beta_{10} * \text{education (master degree)} + E$$

Where;

β_0 = Intercept of the regression line

β_1 = Partial regression coefficient of transformational leadership style

β_2 = Partial regression coefficient of transactional leadership style

β_3 = Partial regression coefficient of laissez-faire leadership style

β_4 = Partial regression coefficient of gender

β_5 = Partial regression coefficient of age

β_6 = Partial regression coefficient of rank

β_7 = Partial regression coefficient of work experience

β_8 = Partial regression coefficient of education (SLC or Less)

β_9 = Partial regression coefficient of education (bachelor degree)

β_{10} = Partial regression coefficient of education (master degree)

E = error in the regression

3.2. Research Questions and Hypothesis of the Study

The relationship between transformational leadership and job satisfaction; transactional leadership and job satisfaction; and laissez-faire and job satisfaction have been studied in different settings in many times. The comprehensive testing of these three types of leadership styles has not been done enough in civil service. For civil service settings in developing countries, the interest of such study seemed to be lower than in other settings. Probably, in Nepalese federal civil service setting, this study was the first study in leadership research examining the relationship between leadership styles and job satisfaction. In order to fulfill this research gap, current study examined the relationship between transformational, transactional, laissez-faire leadership style and employee job satisfaction in Nepalese federal civil service. To investigate the relationship between leadership styles and employee job satisfaction, following research questions were established to reach to the findings of the study.

Research Question1: what is the relationship between leadership styles (transformational, transactional and laissez-faire) and employee job

satisfaction in Nepalese federal civil service with age, education, rank, gender, work experience as control variables?

Research sub question1: to what extend the transformational leadership style explain the variation in employee job satisfaction in Nepalese federal civil service?

Research sub question2: to what extend the transactional leadership style explain the variation in employee job satisfaction in Nepalese federal civil service?

Research sub question3: to what extend the laissez-faire leadership style explain the variation in employee job satisfaction in Nepalese federal civil service?

This study theorized the following hypotheses according to the mainstream of the past research deductions in the similar type of study.

Transformational leadership and Job satisfaction. Transformational leadership involves an exceptional form of influence that moves followers to accomplish their tasks at more than expected level. It is a process that generally contains charismatic and visionary leadership. Transformational leadership is a process that changes and transforms the people focusing on emotions, values, ethics, standards, and long-term goals. This type of leadership can be used to describe a wide range of leadership, from very specific attempts to influence followers in one to one level, to very broad attempts to influence the whole organizations and even entire culture (Northouse, 2013; p.162).The emphasis is given to satisfying their needs and treating them as a complete human being. Although the transformational leaders plays pivotal role in bringing change, followers and leaders are always together in the transformation process (Northouse, 2013). The majority of the past literatures concluded a positive and significant relationship between

transformational leadership and employee job satisfaction. According to the theoretical background and literature review on transformational leadership styles and job satisfaction, this study has set the following hypothesis:

H₁: There is a positive relationship between transformational leadership style and employee job satisfaction in Nepalese federal civil service.

Transactional leadership and Job satisfaction. Transactional leadership refers to the bulk of leadership models which focus on the exchanges of valued things that arises between leaders and followers. The exchange dimension of this type of leadership is very common and can be realized at many levels throughout all types of organizations (Burns, 2012; Warrick, 2011). This leadership style is a process of putting out rewards and punishments to influence employees. Employees will be rewarded or punished respectively on their success or failure at job (Bernard M. Bass, 1985). This leadership style is associated with the clear or ambiguous agreement for reward after completion of desired agreed goals. This is an exchange process between leaders and followers by which leaders offer specific rewards as a return for the effort made by their followers (Bernard M. Bass, 1985). This leadership also refers to close monitoring and supervision of subordinates so as to correct and guide in the field to accomplish their tasks. Whereas management by exception-passive, a type of transactional characteristics, refers not to observe continuously and wait for a worst or lowest standard of the performance by subordinates. So, leaders focus on corrective criticism, negative feedback and negative reinforcement (Bernard M. Bass, 1985; Clarke, 2013). The past literatures on this relationship also revealed a positive significant relationship between transactional leadership and employee job

satisfaction. So, in Nepalese context too, the relationship between transactional leadership and employee job satisfaction was purposed as below:

H₂: There is a positive relationship between transactional leadership style and employee job satisfaction in Nepalese federal civil service.

Laissez-faire leadership and Job satisfaction. This leadership characterizes as nonappearance of leadership; and leaders take an approach of lets –things- ride. Laissez-faire leaders miss the mark to take the responsibilities, delays decisions, give no feedback and are reluctant to make any effort to fulfill the followers’ needs. Leaders are not in contact and hence no transactions with followers occurs(Northouse, 2013).This category of leadership allows complete freedom to employees and nonparticipation from directly influencing subordinates; and giving no direction. Such leaders do not participate in group or individual decision making (Bernard M. Bass, 1985; Deluga, 1990; Lewin et al., 1939). Laissez-faire leadership gives more freedom, autonomy and flexibility to the followers. Followers, with high quality skill, knowledge and abilities accomplish their tasks on their own. This may lead to higher job satisfaction, motivation and morale in followers’ side and beneficial to both the followers and the whole organization. In many past literatures it was found to be not significant or negatively related with job satisfaction. But, with the Nepalese organizational culture and practices in civil service, a leadership style with freedom to subordinates, and expectations of full authority and resources by the sub ordinates; the relationship with laissez-faire leadership and job satisfaction was also purposed to have positive relationship with employee job satisfaction.

H₃: There is a positive relationship between laissez-faire leadership style and employee job satisfaction in Nepalese federal civil service.

According to the past literatures and theoretical background, transformational leadership style was seemed to have higher predictability than other leadership styles in the employees' job satisfaction. Therefore, this study purposed a significantly different influence of leadership styles on employee job satisfaction in Nepalese federal civil service.

H₄: There is a significantly different influence of leadership styles (transformational, transactional and laissez-faire) on employee job satisfaction in Nepalese federal civil service.

H4-1: Transformational leadership style has a better predictability of job satisfaction than transactional and laissez-faire leadership style in Nepalese federal civil service.

H4-2: Transactional leadership style has a better predictability of job satisfaction than transformational and laissez-faire leadership style in Nepalese federal civil service.

H4-3: Laissez-faire leadership style has a better predictability of job satisfaction than transformational and transactional leadership style in Nepalese federal civil service.

3.3. Conceptualization and Operationalization

The following terms are defined and used operationally for the purpose of this study.

3.3.1. Definition of Terms

3.3.1.1. Job Satisfaction

Job satisfaction is taken as the dependent variable in this study. For the purpose of this study, job satisfaction represents the results of “the appraisal of one’s job as attaining or allowing the attainment of one’s important values, providing these values are congruent with or help to fulfill one’s basic needs” (Locke, 1976, p. 1319). Similarly, it is defined as the fulfillment of an individual’s needs and personal goals while doing their job (Wanous & Lawler, 1972).

For the purpose of this study, employee job satisfaction, operationally, covers the eight factors (pay, promotion, supervision, fringe benefits, operating procedures, coworkers, nature of work and communication) to get the perception of respondents on their job and their level of job satisfaction and measured by the average score of 32 items in Job Satisfaction Survey (Paul E Spector, 1997).

3.3.1.2. Laissez-faire Leadership Style

Laissez-faire leadership style is one of the independent variables in this study. For the purpose of this study, laissez-faire leadership style encompasses a leader following complete freedom to employees and refraining from directly influencing subordinates and giving direction. Such leaders do not participate in group or individual decision making (Bernard M. Bass, 1985; Deluga, 1990; Lewin et al., 1939). This category of leaders have no specific way of achieving goals whereas employees are given authority and provided with necessary resources to make decisions and complete tasks by using their own style (Lewin et al., 1939)

For the purpose of this study, laissez-faire leadership style, operationally, comprises of the single sub score of laissez-faire characteristics of the leaders

and as the average score of three items (one factor) from MLQ 6S to get the perception of respondents (B.M. Bass & Avolio, 2000)

3.3.1.3. Transactional Leadership Style

Transactional style is one of the independent variables in this study. For the purpose of this study, transactional leadership style uses the exchange of valued things with employees to achieve their interest, as well as those of employee. This leadership style is a process of putting out rewards and punishments to influence employees. So, employees will be rewarded or punished respectively on their success or failure at job (Bernard M. Bass, 1985).

For the purpose of this study, transactional leadership style, operationally, comprises of two sub scores: (a) contingent reward and (b) management by exception and the characteristics of leaders are measured as the average of six items (two factors) from MLQ 6S to get the perception of respondents (B.M. Bass & Avolio, 2000)

- a. **Contingent reward** is related to the clear or ambiguous agreement for reward for completion of desired agreed goals (Bernard M. Bass, 1985).
- b. **Management by exception** refers controlling and supervising subordinates for negative deviations, mistakes or rule violations and following up with corrective actions.

3.3.1.4. Transformational Leadership Style

Transformational leadership style is another independent variable for this study. This leadership style involves a leader satisfying followers' basic needs and higher desires, as well as inspiring followers to suggest solutions toward working and achieving goals together more effectively (B. J. Avolio,

2011; B. J. Avolio et al., 1999, 2009; Bernard M Bass, 2000; Bernard M Bass & Riggio, 2006; Bolden et al., 2003).

In this study, transformational leadership style, operationally, comprises four sub scores of (a) idealized influence (b) individualized consideration, (c) intellectual stimulation, and (d) inspirational motivation ((Bernard M. Bass, 1985; Mathew & Gupta, 2015) and the characteristics of leaders are measured as the average of 12 items (four factors) from MLQ 6S to get the perception of respondents (B. J. Avolio & Bass, 2004)

Based on the above-mentioned previous researches' findings, this study will apply control variables: age, gender, education, position and work experience in order to control the relationship between leadership styles and employee job satisfaction in Nepalese federal civil service.

3.4. Measurement and Data Sources

The opinion on the leadership style (transformational, transactional, and laissez-faire) and job satisfaction was acknowledged by using a single survey questionnaire made by integration of twenty-one items from Multifactor Leadership Questionnaire (MLQ 6S), thirty-two items from Job Satisfaction Survey (JSS) and five questions related to respondent's demographic Information.

Firstly, MLQ 6S form was used to view on leadership styles. This questionnaire consisted of 21 items in five-point Likert scale. The scale ranges from 1 = strongly disagree, 2= disagree, 3= neutral, 4= Agree, to 5= strongly agree. These 21 items were grouped into seven sub scores to define four factors (idealized influence, inspirational motivation, intellectual stimulation, individualized consideration) for transformational leadership style; the two factors (contingent reward and management by exception) for transactional leadership style and one factor (laissez-faire) for laissez-faire leadership style. Each sub score consisted of three factors (B. J. Avolio & Bass, 2004).

Secondly, Job Satisfaction Survey (JSS) was used to accumulate the belief of employees on their job satisfaction. This instrument was developed by Paul E. Spector in 1985 which comprises of thirty six items to get the perception of employee on their job satisfaction in the six point Likert scales(Paul E Spector, 1997). For the purpose of this study, only thirty-two items for eight sub scores in five-point Likert scale ranging from 1=strongly disagree, 2= disagree, 3=Neutral, 4=agree, 5=strongly agree were taken. So, JSS comprised of the eight sub scores; and each sub score had four factors to get the opinion of respondents on their job satisfaction for this study.

Finally, this study considered five demographic questions associated to the respondents' personal characteristics: gender, age group, leadership rank, work experience and education. Thus, the single survey contained altogether fifty-eight questions and a consent letter to the respondents.

Table 2 shows the information about variables, their attributes, sources of data and measurement technique assumed in this study.

Table 2. Measurement and Data Sources of the Variables in the Study

Type of variable	Variables	Sub Scores	Survey question	Measurement	Data source
Dependent variable	Job Satisfaction	Pay	Factors 1,10, 19, 28	Measured by using Mean of the questions	Appendix C (JSS in Five-point Likert
		Promotion	Factors 2, 11, 20, 33		
		Supervision	Factors 3, 12, 21, 30		
		Fringe benefits	Factors 4,		

			13,22, 29	assigned to variables and factors	scale)
		Operating Procedures	Factors 6,15,24,31		
		Coworkers	Factors 7,16,25,34		
		Nature of work	Factors 8, 17, 27, 35		
		Communication	Factors 9,18, 26, 36		
		Job Satisfaction Total	All 32 Factors in the JSS		
Independent variables	Transformational leadership	Idealized influence,	Factors 1,8 and 15	Measured by using Mean of the questions assigned to variables and factors	Appendix B (MLQ 6S Form: Five points Likert Scale)
		Inspirational motivation,	Factors 2, 9 and 16		
		Intellectual stimulation,	Factors 3, 10 and 17		
		Individualized consideration	Factors 4, 11 and 18		
		Transformational Leadership Total	Factors 1, 2, 3, 4, 8, 9, 10, 11, 15, 16, 17, 18		
	Transactional leadership	Contingent reward and	Factors 5, 12 and 19		
		Management by exception	Factors 6, 13 and 20		
		Transactional	Factors 5, 6,		

		leadership Total	12, 13, 18, 19		
	Laissez-faire leadership	Laissez-faire Total	Factors 7, 14 and 21		
Control variables	Gender	Male	Factor 1		Appendix D (Demographic Question)
		Female			
	Age group (in years)	18-29 30-49 50 and above	Factor 2	Measured in years since birth	
	Leadership rank	Senior executives Middle level manager Non-gazette / assistant level staffs Class less helping Staff / work force	Factor 4	Current leadership rank	
	Work experience (in years)	Less than 10 10- 20 20 and above	Factor 3	Total work experience in civil service : measu	

				red in years	
	Level of education	SLC or Less Intermediate /Proficiency Certificate Level Bachelor Degree Master Degree	Factor 4	Level of acade mic degree acquir ed	

3.5. Sampling and Data Collection Method

3.5.1. Definition of Population

The total full time, male or female, permanent, civil employees who work 40 hours per week in OPMCM were the target population for this study. Total population was 281 during this study which entailed the civil servants working under OPMCM, satisfying the abovementioned characteristics from Prime Minister Office (PMO), National Vigilance Center (NVC), Public Procurement Monitoring Office (PPMO) and Investment Board of Nepal (IBN) in Nepal.

3.5.2. Sampling Frame

A complete list of 281 full time, male or female, permanent, civil employees working at least 40 hours per week in OPMCM made the sampling frame for this study. The sampling frame incorporated employees from classless peon level to the special class chief secretary level of Nepalese civil service working under OPMCM and its undertakings during this study.

3.5.3. Sample

A stratified sample of 165 employees were selected from the list of sampling frame by using proportionate stratified random sampling. The population of this study was first divided into four strata on the basis of their ranks (senior executive level, middle level manager, non-gazette staffs and classless staffs). Every stratum was further divided into male and female category and was given quota according to their proportion in the total population of that stratum. Then, with the help of systematic sampling method, required sample was taken and combined to make a single sample of 165 employees from each rank with respect to gender category. The minimum anticipated sample size for this research study was calculated by G*Power 3.0.10 as 172 with moderate effect size ($f^2=0.15$), error probability ($\alpha=0.05$), a power ($1-\beta$) of 0.95 error probability and 10 predictor variables in the model. The input parameter α is the probability of incorrectly rejecting a true null hypothesis (Type I error, or 5% of all possible samples. The next input parameter input parameter $\beta=0.05$ is the probability of incorrectly accepting a false null hypothesis (Type II error), or for 5% of all possible samples. Conversely, $1-\beta$, the Power of the Test, is the probability of rejecting a false null hypothesis, which will occur in 95% of all possible samples. Similarly, Rao soft online sample size calculator recommended 163 as the minimum sample size required for this study.

3.5.4. Sampling Method

The required sample of this study was selected from the sampling frame by using proportionate stratified random sampling method. The total population of the study was 281 civil servants working under OPMCM in different offices. The total population turned out to be the sampling frame as all the members satisfied a condition of civil servants working under OPMCM. Out of the 281

civil servants in sampling frame, only 165 were selected by using stratified random sampling method. Figure 2 shows the entire process of sampling method implemented for this study.

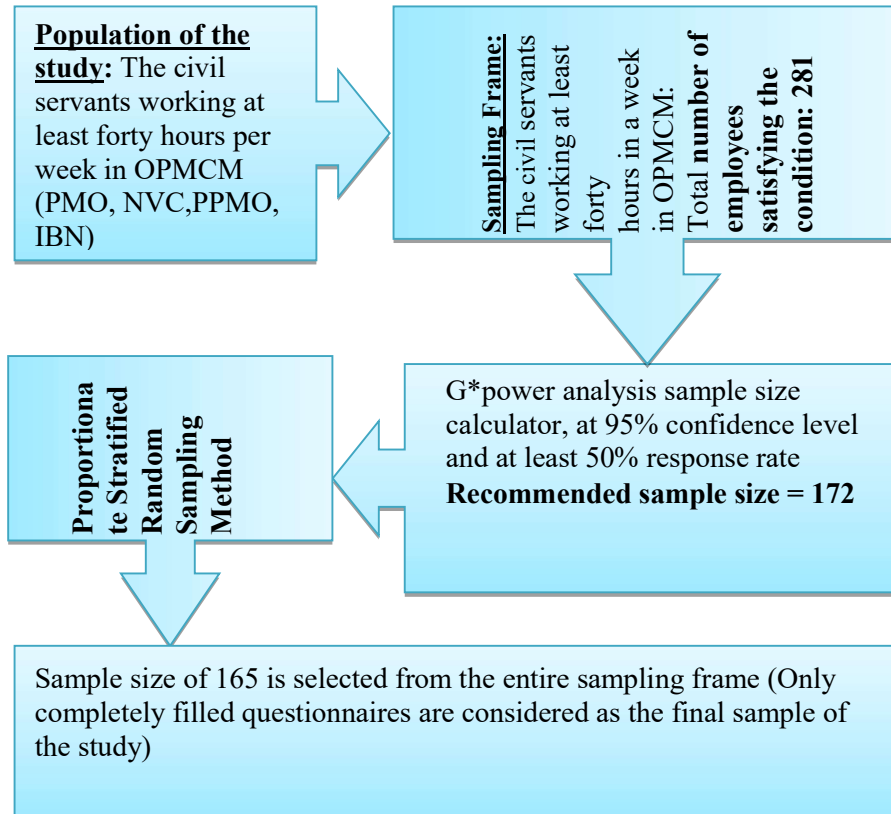


Figure 2. The Sampling Process Adopted in this Study

3.5.5. Survey Instrument

The opinion on the leadership style (transformational, transactional, and laissez-faire) and job satisfaction was obtained by using a single survey questionnaire made by integration of twenty-one items from Multifactor Leadership Questionnaire (MLQ 6S)(B. J. Avolio & Bass, 2004), thirty-two

items from Job Satisfaction Survey (JSS)(Paul E Spector, 1997) and five questions related to respondent's demographic information.

The MLQ was obtained from a Korean translated version of Sixth edition of the book entitled "*Leadership Theory and Practice*" (Northouse, 2013). Firstly, Korean version of MLQ 6S form questionnaire for leadership style was translated into English with the help the research supervisor of the researcher. To measure the employee job satisfaction, Job Satisfaction Survey(Paul E Spector, 1997b) ; available from Seoul National University library online source was used. This was appropriately recognized and cited in the reference of this study. The single survey instrument comprised of (a) Short version of MLQ 6S survey encompassing 21 questions to measure insight on transformational, transactional and laissez- faire leadership styles (d) Job satisfaction survey containing 32 questions to measure perception on employee job satisfaction related to pay, promotion, supervision, coworker, nature of work, fringe benefits, operating procedures, and communication and (c) consent letter to the respondents, (d) five demographic questions associated to respondent: gender, age group, work experience, leadership rank and education The consent letter to respondents contains a data confidentiality statement and purpose of the study. The single version of questionnaire was then translated into Nepali language with the help of distinguished English language Professors from Tribhuvan University in Nepal.

The data for this study was obtained from primary source by using a single set of survey questionnaire consisting of 58 questions.

3.5.6. Data Collection Method

As this study implemented an online survey mode with the help of Google forms, the single set of questionnaires was sent to the full list of randomly selected respondents in OPMCM through their personal email addresses using online google survey. The data collection period started from September 3,

2018 and closed on October 2, 2018 whereas completed survey responses were received online in Google forms. After specified period, all the information collected through online survey was downloaded in excel sheet by the researcher. All the responses were checked initially to conform whether the entire fields were completely responded or not. Only 165 respondents participated in the survey and successfully responded all the questions. So, the final sample for the study remained 165 which was close to the expected sample size for this study. The perceptions expressed in the questionnaire was downloaded from Google forms in Microsoft excel format and imported to the SAS software for descriptive and inferential data analysis. The responses in the questionnaire were retained fully anonymous and trusted by the researcher. Only the average values of the opinions expressed by respondents are engaged for the purpose of data analysis.

3.7. Data Analysis Method

The descriptive statistics covers a range of statistical measures such as : mean, median, mode, maximum, minimum, range, quartiles, inter quartile range, variance, standard deviation (Creswel, 2008). The SAS software(SAS Institute Inc, 2014) was used to perform descriptive analysis of variables as well as inferential analysis of the relationship between dependent and independent variables was performed. The measures of correlation, regression analysis, analysis of variances, t-test, ANOVA test were performed in SAS to test the hypothesis of this study (Creswel, 2008; Rubin & Babbie, 2011). The multiple linear regression model was run to examine the relationship between job satisfaction and leadership styles controlling with age, gender, education level, leadership rank and work experience. The testing of hypothesis was performed against the null hypothesis for the data learned from survey results to examine the relationship between leadership styles (transformational, transactional, laissez-faire) and employee job satisfaction in OPMCM keeping

the influence of demographic information (age, gender, level of education, level of job and work experience). The confidence level of 95% is assumed as the reference to decide whether each acquired p -value were statistically significant or not (Creswel, 2008; Rubin & Babbie, 2011). The SAS software calculated the model fit for multiple linear regression, value of R-Square and adjusted R-square. R-square is the coefficient of determination which indicates the percentage of variation in dependent variable (job satisfaction) by independent variables (leadership styles) and control variables in the model. Adjusted R-square explains the corrected goodness of fit of the linear model (Creswel, 2008; Rubin & Babbie, 2011).

3.6. Reliability and Validity of the Survey Instrument

The coefficient alpha (α) values for the survey instrument, MLQ has been measured and evaluated and its value was over 0.5 indicating it as a valid and reliable instrument to test leadership styles (B. J. Avolio et al., 1999). Further, this instrument (MLQ) has been used in various studies with the consistent result for validity and reliability i.e. the coefficient alpha (α) value over 0.5 (Braun et al., 2013; English, 2012; Handsome, 2010; Long et al., 2014; Mung et al., 2011; Nash, 2016; Omar, 2013; Rad & Yarmohammadian, 2006; Rowold & Heinitz, 2007; Washington, 2007; Yassin Sheikh Ali et al., 2013). Therefore, the use of MLQ as survey instrument in this study was supposed to be reliable and valid.

The reliability and validity of the JSS has been measured and evaluated by calculating coefficient alpha (α) with its value of 0.91, indicating that JSS reliable for measuring job satisfaction (Paul E. Spector, 1985). Further, the JSS has been utilized by a number of studies showing consistent result of validity and reliability in measuring job satisfaction. Therefore, the use of JSS as a survey instrument in this study was supposed to be reliable and valid.

Chapter 4: Presentation, Analysis and Discussion of Results

This chapter illustrated the results of the data collected through survey questionnaire related to civil servants' perception on leadership styles and job satisfaction. This section of the study contained a presentation of descriptive statistics related to leadership styles job satisfaction and control variables (gender, age, work experience, education and rank). Further, the statistical analysis (Pearson correlation and multiple linear regression) was presented in order to test the purposed hypotheses of this study.

4.1. Descriptive Statistics of Survey Respondents

Table 3 illustrated the descriptive statistics for the variables taken in this study. There were 165 civil servants in the final sample of this study. As is shown in the table, there were 16 respondents in 18 to 29 years of age, 108 respondents in 30 to 49 years and 41 with 50 and over age group. Majority of the respondents were from 30 to 49 age group with almost 66% of the total sample whereas 9.7% and 24.85% in 18 to 29 and 50 and over age group respectively. In gender composition, majority of respondents were male with 128 (77.58%); and female with 37 (22.42%) respectively. By work experience, majority of respondents had less than 10 years of experience (n=61, 36.97%) whereas 58 (35.15%) respondents were with 10 to 20 years of experience. Similarly, 46 (27.88%) of respondents were with 20 years or more years of work experience. With respect to rank, there were 35 (21.21%) respondents from classless assistant level and 44 (26.67%) from non-gazette staffs respectively. This made almost half (47.88%) of respondents from assistant level non-gazette level respondents. The majority of respondents were from

middle level manager level (n=74, 44.85%) whereas only 12 (7.27%) of respondents were from senior executive level. By educational qualification, majority of respondents (n = 96, 58.18%) were with master degree education level and least amongst all were with intermediate level (n = 9, 5.45%). The respondents with bachelor degree education (n = 24, 14.55%) and education (SLC or less) (n = 36, 21.82%) respectively.

Table 3. Descriptive statistics of survey respondents

Variable	Level	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Gender	Female	37.00	22.42	37.00	22.42
	Male	128.00	77.58	165.00	100.00
Age	18- 29	16.00	9.70	16.00	9.70
	30-50	108.00	65.45	124.00	75.15
	50 and over	41.00	24.85	165.00	100.00
Work Experience	Less than 10	61.00	36.97	61.00	36.97
	10 to 20	58.00	35.15	119.00	72.12
	Above 20	46.00	27.88	165.00	100.00
Rank	Classless staff	35.00	21.21	35.00	21.21
	Non-gazette staff	44.00	26.67	79.00	47.88
	Middle level manager	74.00	44.85	153.00	92.73
	Senior executive	12.00	7.27	165.00	100.00
Education	SLC or less	36.00	21.82	36.00	21.82

	Intermediate level	9.00	5.45	45.00	27.27
	Bachelor level	24.00	14.55	69.00	41.82
	Master level	96.00	58.18	165.00	100.00

In order to assess the level of representativeness of survey participants, the demographic characteristics were compared with the overall population of civil servants working under OPMCM. Table 4 provided the number of civil servants in population and in sample with respect to gender and rank. As was seen in the table, the total percentage of female in population and sample are 22.78 and 22.42 reflected the representativeness of survey participants. Similarly, with regards to the ranks, number of survey participants from classless staffs (21.21%) is similar to the population percentage of classless staffs (19.9%). The survey participants from non-gazette staffs (26.67%) is almost equal to their percentage in population (27.74%). For middle level manager rank, the sample and population percentage are 44.84% and 44.85% respectively. The senior executive rank is without female civil servants whereas their composition in sample and population are 7.27% and 7.82% respectively. The response rate with respect to gender and ranks of survey participants in OPMCM was found to be similar in proportion to the population distribution.

Table 4. Proportion of survey respondents with respect to population by gender and rank

Gender Rank →	Source	Female	Male	Total
Classless staffs	Population	8	48	56
		14.28%	85.72%	19.92%
	Sample	5	30	35
		14.29%	85.71%	21.21%
Non-gazette staff	Population	22	55	77
		28.57%	71.43%	27.40%
	Sample	12	32	44
		27.27%	72.73%	26.67%
Middle level manager	Population	34	92	126
		26.98%	73.02%	44.84%
	Sample	19	55	74
		25.68%	74.32%	44.85%
Senior executive	Population	-	22	22
		-	100%	7.82%
	Sample	-	12	12
		-	100%	7.27%
Total	Population	64	217	281
		22.78%	77.22%	100%
	Sample	37	128	165
		22.42%	77.58%	100%

4.2. Descriptive Statistics of Variables

4.2.1. Descriptive Statistics of Job Satisfaction

Table 5 displayed the descriptive statistics related to dependent variable of job satisfaction and its eight dimensions. Among eight dimensions, nature of work accounted with the highest mean score of 3.38 (SD = 0.70) followed by operational procedures with mean score of 3.21 (SD = 0.70), coworkers with mean score of 3.19 (SD = 0.62), supervision with mean score of 3.17 (SD = 0.52) respectively. Rest of the four dimensions (communication, pay, promotion and fringe benefit) got mean score less than three. Fringe benefit got the lowest mean score of 2.41 (SD = 0.67) among eight dimensions of job satisfaction. Overall item mean score of job satisfaction was 2.99 (SD = 0.39).

Table 5. Descriptive statistics of job satisfaction and its dimensions

Variable	N	Mean	Standard Deviation	Minimum	Maximum
Pay	165	2.95	0.57	1	4.5
Promotion	165	2.64	0.66	1	5
Supervision	165	3.17	0.52	1	4.5
Fringe Benefit	165	2.41	0.67	1	4.25
Operational Procedures	165	3.21	0.70	1	5
Coworker	165	3.19	0.62	1	5
Nature of Work	165	3.38	0.70	1	5
Communication	165	2.97	0.70	1	4.5
Job Satisfaction	165	2.99	0.39	1.25	4.125

4.2.1.1. Demographic Category Comparisons for Job Satisfaction

Table 6 illustrated demographic category for job satisfaction mean score from job satisfaction survey. In gender category, the female mean score (3.00) was the highest (above the overall mean = 2.99) and the male mean score (2.99) was the lowest (equal to the overall mean = 2.99).

In age category, the 30-50 mean age group mean score (3.01) was the highest (above the overall mean = 2.99) followed by 18-29 mean score (2.98) (below the overall mean = 2.99) and age group of 50 and above with mean score (2.95) (below the overall mean = 2.99).

In work experience category, the employees 10-20 years of experience with mean score (3.4) was the highest (above the overall mean = 2.99) followed by less than 10 years of experience with mean score (2.98) (below the overall mean = 2.99) and employees with more than 20 years of experience with mean score 2.94 (below the overall mean = 2.99).

In rank category, senior executive with mean score (3.07) was the highest (above the overall mean = 2.99) followed by the middle level managers mean score (3.04) (above the overall mean = 2.99), non-gazette staffs with mean score (3.00) (above the overall mean = 2.99) and classless staffs with mean score (2.84) (below the overall mean = 2.99).

In education category, intermediate degree holders with mean score (3.14) was the highest (above the overall mean = 2.99) followed by the master and bachelor level with mean score (3.02) (above the overall mean = 2.99), and SLC or less education level with mean score (2.85) (below the overall mean = 2.99)

One-way ANOVA analysis of variance test indicated no statistically significance difference in mean score between different level of demographic category.

Table 6. Demographic category comparisons for job satisfaction mean score

Variables	Level	N	Mean	Std Dev	Minimum	Maximum
Gender	Female	37	3.00	0.25	2.56	3.50
	Male	128	2.99	0.42	1.25	4.13
Age (in years)	18- 29	16	2.98	0.23	2.59	3.44
	30-50	108	3.01	0.29	1.25	4.13
	50 and over	41	2.95	0.61	1.25	3.75
Work experience (years)	Less than 10	61	2.98	0.34	1.25	4.13
	10 to 20	58	3.04	0.22	2.59	3.50
	Above 20	46	2.94	0.57	1.25	3.75
Rank	Classless staff	35	2.84	0.72	1.25	4.13
	Non-gazette staff	44	3.00	0.25	2.56	3.75
	Middle level manager	74	3.04	0.21	2.66	3.59
	Senior executive	12	3.07	0.19	2.69	3.44
Education	SLC or less	36	2.85	0.72	1.25	4.13
	Intermediate level	9	3.14	0.18	2.88	3.44
	Bachelor level	24	3.02	0.23	2.59	3.44
	Master level	96	3.02	0.21	2.56	3.59
Job satisfaction	Overall	165	2.99	0.39	1.25	4.125

4.2.2. Descriptive Statistics of Independent Variables

Table 7 presented the descriptive statistics related to independent variables (transformational leadership, transactional leadership and laissez-faire leadership styles). The overall mean score for transformational leadership was 2.96 (SD = 0.70). Similarly, transactional leadership got overall mean score of 3.15 (SD =0.82). The mean score for laissez-faire leadership was 3.19 (SD=0.91). The laissez-faire leadership had the highest mean score of 3.19 among the three types of leadership styles followed by transactional leadership (3.15) and transformational leadership (2.96) respectively.

Table 7. Descriptive statistics of leadership styles (N=165)

Variable	N	Mean	Standard Deviation	Minimum	Maximum
Transformational leadership	165	2.96	0.70	1	5
Transactional leadership	165	3.15	0.82	1	5
Laissez-faire leadership	165	3.19	0.91	1	5

4.2.2.1. Demographic Comparison of Transformational Leadership

Table8 illustrated demographic category for transformational leadership score from MLQ.

In gender category, the female mean score (2.88) was the lowest (below the overall mean = 2.96) and the male mean score (2.98) was the highest (above the overall mean = 2.96).

In age category, the 18-29 mean score (3.16) was the highest (above the overall mean = 2.96) followed by 50 and above mean score (11.85) (below the overall mean = 2.96) and 30-50 mean score (2.96) (equal the overall mean = 2.96). One-way ANOVA analysis of variance test indicated no statistically significance difference in mean score between different levels in age category.

In work experience category, the 10-20 mean score (2.98) was the highest (above the overall mean = 2.96) followed by less than 10 years of work experience mean score (2.95) (below the overall mean = 2.96) and more than 20 years of work experience mean score (2.94) (below the overall mean = 2.96). One-way ANOVA analysis of variance test indicated no statistically significance difference in mean score between different levels in work experience category.

In rank category, classless staffs mean score (3.09) was the highest (above the overall mean = 2.96) followed by the non-gazette staffs classless staffs mean score (3.02) (above the overall mean = 2.96), senior executive mean score (2.91) (below the overall mean = 2.96) and middle level managers mean score (2.86) (below the overall mean = 2.96) One-way ANOVA analysis of variance test indicated no statistically significance difference in mean score between different ranks category.

In education category, SLC or less mean score (3.13) was the highest (above the overall mean = 2.96) followed by the bachelor level mean score (3.00) (above the overall mean = 2.96), intermediate level mean score (2.92) (below the overall mean = 2.96) and master level mean score (2.88) (below the overall mean = 2.96) One-way ANOVA analysis of variance test indicated no statistically significance difference in mean score between different level in education category.

Table 8. Demographic category comparisons for transformational leadership

Variable	Level	N	Mean	Standard Deviation	Minimum	Maximum
Gender	Female	37	2.88	0.62	1.27	4.36
	Male	128	2.98	0.72	1.00	5.00
Age(years)	18- 29	16	3.16	0.71	2.18	4.36
	30-50	108	2.93	0.66	1.27	5.00
	50 and over	41	2.96	0.80	1.00	4.82
Work Experience (years)	Less than 10	61	2.95	0.72	1.27	5.00
	10 to 20	58	2.98	0.62	1.91	4.45
	Above 20	46	2.94	0.78	1.00	4.82
Rank	Classless staff	35	3.09	0.95	1.00	5.00
	Non-gazette staff	44	3.02	0.63	1.82	4.82
	Middle level manager	74	2.86	0.57	1.27	4.00
	Senior executive	12	2.91	0.80	1.45	4.00
Education	SLC or less	36	3.13	0.96	1.00	5.00
	Intermediate level	9	2.92	0.73	2.00	4.36
	Bachelor level	24	3.00	0.55	1.82	4.00
	Master level	96	2.88	0.61	1.27	4.00
Transformational leadership	overall	165	2.96	0.70	1	5

4.2.2.2. Demographic Comparisons for Transactional Leadership

Table 9 illustrated demographic category comparisons for transactional leadership score from MLQ.

In gender category, the female mean score (3.06) was the lowest (below the overall mean = 3.15) and the male mean score (3.17) was the

highest (above the overall mean = 3.15). One-way ANOVA test indicated no statistically significance difference in mean score between male and female category.

In age category, the (18-29) mean score (3.31) was the highest (above the overall mean = 3.15) followed by (30 to 50) mean score (3.16) (above the overall mean = 3.15) and 50 and above mean score (3.03) (below the overall mean = 3.15). One-way ANOVA analysis of variance test indicated no statistically significance difference in mean score between different levels in age category.

In work experience category, the (10-20) and less than 10 years of work experience mean score (3.17) was the highest (above the overall mean = 3.15) followed by above 20 years of work experience mean score (3.08) (below the overall mean = 3.15). One-way ANOVA analysis of variance test indicated no statistically significance difference in mean score between different levels in work experience category.

In rank category, classless staffs mean score (3.34) was the highest (above the overall mean = 3.15) followed by senior executive mean score (3.25) (above the overall mean = 3.15) and the non-gazette staffs mean score (3.15) (equal to the overall mean = 3.15) whereas and middle level managers mean score (3.03) (below the overall mean = 3.15) was the lowest among all level in this category. One-way ANOVA analysis of variance test indicated no statistically significance difference in mean score between different ranks category.

In education category, SLC or less mean score (3.38) was the highest (above the overall mean = 3.15) followed by the master level mean score (3.14) (below the overall mean = 3.15), bachelor level mean score (2.91) (below the overall mean = 3.15) and intermediate level mean score (2.89) (below the overall mean = 3.15). One-way ANOVA analysis of variance test

indicated no statistically significance difference in mean score between different level in education category with F-statistics.

Table 9. Demographic category comparisons for transactional leadership mean score

Variables	Level	N	Mean	Std. Deviation	Mini	Max
Gender	Female	37	3.06	0.76	1.5	5
	Male	128	3.17	0.83	1	5
Age	18- 29	16	3.31	0.73	2.25	5
	30-50	108	3.16	0.78	1	5
	50 and over	41	3.03	0.93	1	5
Work experience	Less than 10	61	3.17	0.79	1	5
	10 to 20	58	3.17	0.76	1.5	5
	Above 20	46	3.08	0.93	1	5
Rank	Classless staff	35	3.34	1.03	1	5
	Non-gazette staff	44	3.15	0.76	1	5
	Middle level manager	74	3.03	0.68	1.5	4.5
	Senior executive	12	3.25	1.04	1.75	4.5
Education	SLC or less	36	3.38	1.03	1	5
	Intermediate level	9	2.89	0.61	2	4
	Bachelor level	24	2.91	0.77	1	4.25
	Master level	96	3.14	0.73	1.5	4.5
Transacti onal leadership	Overall	165	3.15	0.82	1	5

4.2.2.3. Demographic Category Comparisons for Laissez-faire Leadership

Table 10 illustrated demographic category comparisons for laissez-faire leadership score from MLQ.

In gender category, the female mean score (3.31) was the highest (above the overall mean = 3.19) and the male mean score (3.15) was the lowest (below the overall mean = 3.19). One-way ANOVA analysis of variance test indicated no statistically significance difference in mean score between male and female category.

In age category, the 50 years and above age group mean score (3.43) was the highest (above the overall mean = 3.19) followed by 18-29 mean score (3.16) (below the overall mean = 3.19) and 30-50 mean score (3.10) (below the overall mean = 3.19). One-way ANOVA analysis of variance test indicated no statistically significance difference in mean score between different levels in age category.

In work experience category, the employees above 20 years of experience with mean score (3.41) was the highest (above the overall mean = 3.19) followed by 10-20 years of experience with mean score (2.98) (below the overall mean = 3.19) and less than ten years of experience with mean score (2.67) (below the overall mean = 3.19). One-way ANOVA analysis of variance test indicated no statistically significance difference in mean score between different levels in work experience category.

In rank category, senior executive mean score (3.67) was the highest (above the overall mean = 3.19) followed by the non-gazette staffs mean score (3.42) (above the overall mean = 3.19), middle level managers mean score (3.26) (above the overall mean = 3.19) and classless staffs with mean score (2.59) (below the overall mean = 3.19). One-way ANOVA analysis of variance test indicated statistically significance difference in mean score

between different ranks category with F-statistics [$F(3, 161) = 8.37, p < 0.0001$].

In education category, bachelor degree holders with mean score (3.4) was the highest (above the overall mean = 3.19) followed by the master level with mean score (3.32) (above to the overall mean = 3.19), intermediate level with mean score (3.00) (below the overall mean = 3.19) and SLC or less education level with mean score (2.74) (below the overall mean = 3.19) One-way ANOVA analysis of variance test indicated statistically significance difference in mean score between different level in education category with F-statistics [$F(3, 161) = 4.52, p = 0.0045$].

Table 10. Demographic category comparisons for laissez-faire leadership mean score

Variable	Level	N	Mean	Std. Deviation	Minimum	Maximum
Gender	Female	37	3.31	0.83	1	5
	Male	128	3.15	0.93	1	5
Age	18- 29	16	3.16	1.01	1	4.5
	30-50	108	3.10	0.80	1	5
	50 and over	41	3.43	1.09	1	5
Work experience	Less than 10	61	3.21	0.88	1	5
	10 to 20	58	2.98	0.71	1.5	4
	Above 20	46	3.41	1.10	1	5
Rank	Classless staff	35	2.59	0.97	1	5
	Non-gazette staff	44	3.42	0.79	1.5	5
	Middle level manager	74	3.26	0.71	2	5
	Senior executive	12	3.67	1.37	1.5	5
Education	SLC or less	36	2.74	1.05	1	5
	Intermediate level	9	3.00	0.87	1.5	4
	Bachelor level	24	3.40	0.57	2.5	4.5
	Master level	96	3.32	0.87	1.5	5
Laissez-faire leadership	Overall	165	3.19	0.91	1	5

4.3. Reliability and Construct Validity of the Survey Instruments

In order to ensure the construct validity of the survey instruments, principal component analysis (PCA) and orthogonal rotation method (Varimax) were performed to run the exploratory analysis of the model. Factor loading was considered to be above 0.4 during factor analysis. The result of the principal component analysis with varimax rotation showed slight changes in the distribution of the factors for MLQ 6S in Nepalese federal civil service context. Out of seven factors theoretically assumed in MLQ 6S related to leadership styles, only in five factors were retained after varimax rotation. Table 11 exhibited the rotated factor patterns of the factors for MLQ 6S. Items 1,2,3,4 and 8 were retained under factor one. Similarly, items 10,11,12,14 and 8 were retained under factor two. In factor three, items 5, 6, 9, 19 and 20 were retained. Similarly, items 7, 15, 16, 17 were retained under factor four. Finally, items 13 and 21 were retained under factor five. Factor loading of the items 12, 7 and 9 were less than 0.4. so, they were removed from the factor to retain final pattern of the factors. After screening, factor one was given a name of idealized influence, factor two was given a name as individualized considerations, factor four was given a name of inspirational motivation and intellectual stimulation. Similarly, all the remaining items in factor four were retained from transactional leadership, so it was given a name of transactional leadership. Finally, items in the factor five were given a name of laissez-faire leadership. After performing principle component analysis, the internal consistency of each factors, leadership style and overall leadership (with 17 items) was checked with the formula of Cronbach's alpha. The Cronbach's alpha of idealized influence, individualized consideration, inspirational motivation and intellectual stimulation were 0.86, 0.73, 0.66 respectively. Similarly, Cronbach's alpha for transformational leadership (11 items),

transactional leadership (4 items), laissez-faire (2 items) were 0.89, 0.80, 0.54 respectively. The Cronbach's alpha for MLQ 6S (with 17 items) was 0.893. The results of internal consistency showed that the retained factors and factors for MLQ were reliable.

Table 11. Rearrangement of the factors according to their factor loading

	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5
Variance explained	3.46	2.41	0.96	2.29	0.72
Items retained	1, 2, 3, 4, 8	10,11, 12, 14, 18	7, 15, 16,17	5, 6 ,9, 19, 20	13, 21
Finally retained items	1, 2, 3, 4, 8	10,11, 18	15, 16,17	5, 6, 19, 20	13, 21
Factor Name	Idealized influence	Individualized consideration	Inspirational motivation and intellectual stimulation	Transactional	Laissez-faire
Cronbach's alpha	0.86	0.73	0.66	0.88	0.54
Leadership style	Transformational (Cronbach's alpha = 0.89)			Transactional (Cronbach's alpha = 0.80)	Laissez-faire (Cronbach's alpha = 0.54)
Over all Cronbach's alpha	MLQ with 17 factors (0.893)				

Further, Confirmatory factor analysis was performed to check the construct validity of the retained factors and maximum likelihood estimation

method was used to check the structural validity of the scales. The confirmatory factor analysis showed Adjusted Goodness of Fit (AGFI) of 0.84, Comparative Fit Index (CFI) of $0.93 \geq 0.9$, Standardized Root Mean Square Residual (SRMR) of $0.05 < 0.08$, Root Mean Square Error of Approximation (RMSEA) estimate of $0.07 < 0.08$ and Probability of Close Fit of 0.03. The results from the principal component analysis, value of Cronbach's alpha and the fit indices obtained from confirmatory factor analysis confirmed the validity and reliability of five factor model of MLQ 6S in Nepalese context.

According to the results from validity and reliability test, new sets of variables were defined as below as shown in table 12.

Table 12. Measurement of variables in the study after adopting confirmatory analysis results

Variables	Items	Measurement	Source	Cronbach's alpha
Transformational leadership	1, 2, 3, 4, 8, 10, 11, 15, 16, 17, 18 (11 items)	Average of each item	MLQ (17 items)	0.89
Transactional leadership	5, 6, 9, 20 (four items)	Average of each item	MLQ (17 items)	0.80
Laissez faire leadership	13, 21 (two items)	Average of each item	MLQ (17 items)	0.54
Job satisfaction	1-32 (32 items)	Average of each item	JSS (32 items)	0.77

The path diagram generated by confirmatory factor analysis was shown below in figure three. The first three factors (TRFA, TRFB, TRFC) were for transformational leadership whereas fourth factor (TAC) was for transactional leadership and the last one factor (TLF) was for laissez-faire leadership.

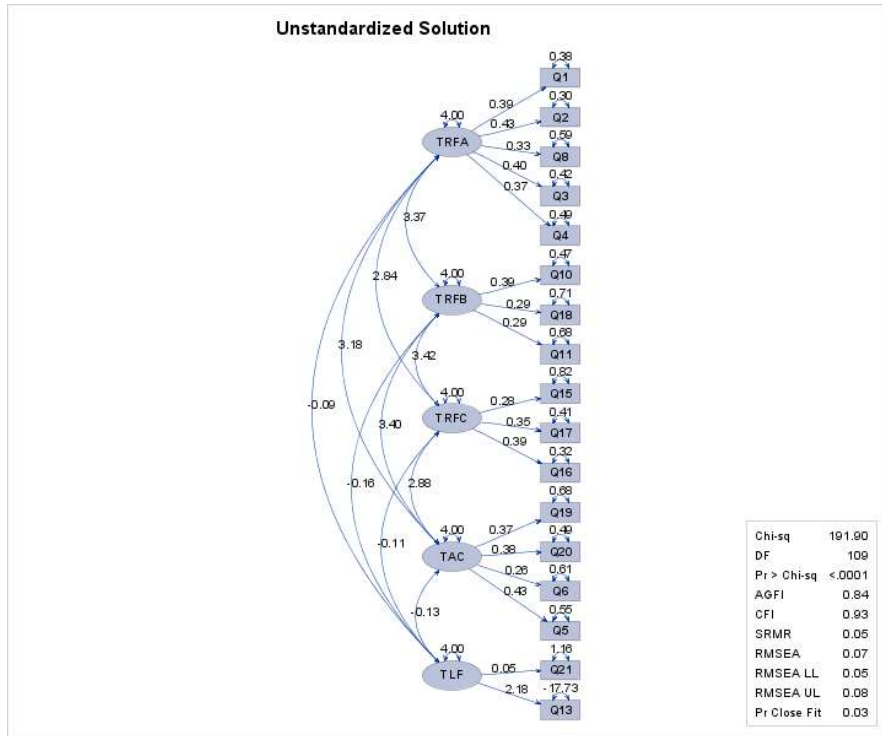


Figure 3. Estimated five factor model of MLQ 6S

4.4. Bivariate Correlations between Variables in the Study

The Pearson correlation coefficients between each pairs of variables were computed to analyze the strength of association between them. The independent variables used in the model was measured on a continuous measurement scale of interval or ratio. Job satisfaction, was the average of the factor scores obtained from multiple Likert-scale questions, using continuous

measurement scale. The independent variables in this study (transformational leadership, transactional leadership, laissez-faire leadership) were measured as average of the factor scores obtained from a multiple Likert-scale questions using a continuous measurement scale. The control variables (gender, age, rank, education, work experience) were measured either in ordinal, ratio or nominal measurement scale. The age is assumed as a continuous variable as it could range from 18 to 58 years. Rank is also assumed as continuous variable as it could range from one to four. Work experience is also assumed as continuous variable as it could range from one to 40 years. The categorical variables such as education and gender were computed using a nominal scale. The gender variable is converted to dummy variable by keeping female category as the reference. Similarly, dummy variables were created for education level with education level (intermediate or PCL) as the reference variable.

4.4.1. Results of Pearson's Linear Correlation Coefficients Test

Table 13 showed the results of Pearson correlation test performed between job satisfaction, transformational leadership, transactional leadership laissez-faire leadership and control variables. The Pearson's correlation coefficient is a tool for predicting linear relationship between dependent and independent variables as well as possibility of multicollinearity between each pairs of independent variables(Rubin & Babbie, 2011).

From the table, the correlation coefficient ($r=0.32$, $p < 0.001$) between job satisfaction and the transformational leadership is significant at 0.01 level. Similarly, the correlation coefficient ($r=0.29$, $p = 0.002$) between job satisfaction and the transactional leadership is significant at 0.01 level. Also, the correlation coefficient ($r=0.15$, $p = 0.003$) between job satisfaction and the laissez-faire leadership is significant at 0.05 level. The Pearson's linear

correlation between job satisfaction and each independent variable (transformational leadership, transactional leadership and Laissez-faire leadership) are weak and positive but showed the evidence of linearity.

Furthermore, the correlation coefficient ($r=0.18$, $p = 0.04$) between job satisfaction and the level of education is found to be significant at 0.05 level. Similarly, the correlation coefficient ($r=0.18$, $p < 0.018$) between job satisfaction and the leadership rank is found to be significant at 0.05 level whereas gender, age and work experience didn't show any significant association with job satisfaction at 0.05 level of significance. Further, none of the control variables were significantly correlated with any of the independent variables at 0.05 level of significance.

Finally, the Pearson's correlation coefficient between transformational leadership and Transactional leadership ($r = 0.71 > 0.7$) and significant at $\alpha < 0.001$ indicated a moderate to strong correlation and possibility of multicollinearity between this pair of variables. But the Pearson's correlation coefficient between transformational leadership style and laissez-faire leadership ($r = -0.26$) was not significant at 0.05 level of significance and transactional leadership and laissez-faire leadership ($r = -0.024$) not significant at $\alpha < 0.05$.

Table 13. Results of Pearson's correlation coefficient test

Variables	1	2	3	4	5	6	7	8	9
1. Transformational leadership	1								
2. Transactional leadership	0.71*	1							
3. Laissez-faire leadership	-0.026	-0.024	1						
4. Gender	0.061	0.05	-0.07	1					
5. Age	-0.05	-0.09	0.12	0.09	1				
6. Education	-0.14	-0.09	0.25*	-0.03	-0.08	1			
7. Rank	-0.12	-0.1	0.28**	0.03	0.15**	0.77*	1		
8. Work experience	0.008	-0.04	0.07	0.15**	0.73*	-0.14	0.141	1	
9. Job satisfaction	0.32*	0.29*	0.22*	-0.01	-0.04	0.15**	0.18**	-0.04	1

*Correlation is significant at 0.01 level

**Correlation is significant at 0.05 level

The moderately high and statistically significant correlation coefficient (0.71) between transactional leadership and transformational leadership seen in table 14 indicated a possibility of presence of multicollinearity. So before conducting multiple linear regression, a test for tolerance and variance inflation factor was performed to check the severity of multicollinearity in the model.

4.4.2. Tolerance and Variance Inflation Factors (VIF) Test

The multicollinearity is tested by using a test of tolerance or variance inflation factor ($VIF > 10$). The magnitude of $VIF < 10$ between the predictors in the regression model indicated the absence of multicollinearity. Table 14 showed the tolerance and variance inflation factors associated with the variables in the regression model. The VIF scores for variable in the model was oscillated from 1.04 to 5.76. These scores were clearly less than ten (< 10) indicated the absence of multicollinearity in the regression model of this study. Since the value of tolerance is reciprocal of the VIF scores, analysis of VIF is sufficient to decide on presence or absence of multicollinearity.

Table 14. Collinearity statistics showing Tolerance and VIF coefficients

Label	Tolerance	Variance Inflation
Intercept	.	0
Transformational Leadership	0.47026	2.12647
Transactional Leadership	0.45692	2.18857
Laissez Faire Leadership	0.88158	1.13432
Gender	0.95999	1.04167
Rank	0.31011	3.22467
SLC or Less Education	0.21221	4.71226
Bachelor Level Education	0.29675	3.36980
Master Level Education	0.17352	5.76317
Work Experience	0.41980	2.38210
Age	0.42926	2.32958

4.5. Hypotheses Testing

In order to test the hypotheses of this study based on its research questions, the multiple linear regression between dependent variable (job satisfaction) and independent variables (transformational leadership, transactional leadership and laissez-faire leadership) with control variables (gender, age, work experience, education and rank) was performed. Further, ANOVA test and t-test were performed in order to confirm the significant differences of mean scores of variables between and among the different level. The results of multiple linear regression analysis are presented in this section.

4.5.1. Multiple Linear Regression Analysis

All variables were entered into the model for multiple linear regression. Table 15 showed the results of multiple linear regression. This table displayed the parameter estimates of each independent variable, F-value, R-square and adjusted R-square for regression model. The regression model ($F = 4.38$, $P\text{-value} = < 0.0001$) is statistically significant at 0.05 level. This result provided an evidence for regression indicating at least one of the predictors (transformational leadership, transactional leadership, laissez-faire leadership, gender, age, rank, work experience, education (SLC or less), education (bachelor degree), education (master degree)) in the model statistically significant relationship with employee job satisfaction. The multiple linear regression model with all independent variables and categorical variables generated $R^2=0.2214$ indicating 22.14percent variability in job satisfaction by predictor variables. In order to test the hypotheses (H1, H2, H3 and H4) of this study, the statistical significance of partial regression coefficients of predictors was tested.

4.5.2. Testing the Statistical Significance of Partial Regression Coefficients

For the confirmation of hypotheses (H1, H2, H3 and H4), the statistical significance of the partial regression coefficients of each independent variable in the model were tested. The intercept ($\beta_0 = 2.25$ $p < 0.001$) of the regression model is statistically significant at 0.05 level of significance as its $p < 0.0001 < 0.05$.

Testing First Hypothesis. The first independent variable transformational leadership was statistically significant at 0.05 level of significance as its p-value (0.0143) < 0.05 . Therefore, the regression coefficient ($\beta_1 = 0.14287$) of independent variable, transformational leadership was a statistically significant predictor of the dependent variable job satisfaction in this model. So, there was no any sufficient evidence to accept the first null hypothesis of this study, conforming the positive and statistically significant relationship between transformational leadership style and employee job satisfaction.

Testing Second Hypothesis. The second independent variable transactional leadership was statistically insignificant at 0.05 level of significance as its p-value (0.18) > 0.05 . Therefore, the regression coefficient ($\beta_2 = 0.067$) of independent variable transactional leadership was not a statistically significant predictor of the dependent variable job satisfaction in the model. So, there was no any sufficient evidence to reject the second null hypothesis of this study conforming a positive but statistically not significant relationship between transactional leadership style and employee job satisfaction at 0.05 level of significance.

Testing Third Hypothesis. The third independent variable laissez-faire leadership is statistically significant at 0.05 level of significance as its p-value (0.0137) < 0.05 . Therefore, the regression coefficient ($\beta_3 = 0.081$) of

independent variable laissez-faire leadership was a statistically significant predictor of the dependent variable job satisfaction in this model. So, there was no any sufficient evidence to accept the third null hypothesis of this study conforming the positive and statistically significant positive relationship between laissez-faire leadership style and employee job satisfaction.

The fourth independent variable gender was not seen statistically significant in the model as its P-value for regression coefficient ($\beta_4 = -0.01$) was $0.88 > 0.05$ conforming a negative but statistically insignificant relationship between gender and employee job satisfaction.

The fifth independent variable age (age of respondents) was not seen statistically significant in the model as its P-value for regression coefficient ($\beta_5 = -0.018$) was $0.20 > 0.05$ conforming a negative but statistically insignificant relationship between age and employee job satisfaction.

The sixth independent variable rank was not seen statistically significant at 0.05 level of significance. Its P-value for regression coefficient ($\beta_6 = 0.06$) in regression model was $0.14 > 0.05$ conforming a positive but statistically insignificant relationship between rank and employee job satisfaction.

The seventh independent variable work experience was not seen statistically significant at 0.05 level of significance. Its P-value for regression coefficient ($\beta_7 = -0.03$) in regression model was $0.56 > 0.05$ conforming a negative but statistically insignificant relationship between work experience and employee job satisfaction.

The eighth independent variable education level (education-SLC or less) was not seen statistically significant at 0.05 level of significance. Its P-value for regression coefficient ($\beta_8 = -0.26$) in regression model was $0.067 > 0.05$ conforming a negative but statistically insignificant relationship between independent variable education level (education-SLC or less) and employee job satisfaction.

The ninth independent variable education level (education-bachelor degree) was not seen statistically significant at 0.05 level of significance. Its P-value for regression coefficient ($\beta_9 = -0.20$) in regression model was $0.16 > 0.05$ conforming a negative but statistically insignificant relationship between independent variable education level (education-bachelor degree) and employee job satisfaction.

The tenth independent variable education level (Education-Master degree) was not seen statistically significant at 0.05 level of significance. Its P-value for regression coefficient ($\beta_{10} = -0.22$) in regression model was $0.10 > 0.05$ conforming a negative but statistically insignificant relationship between independent variable education level (Education-Master degree) and employee job satisfaction.

For this study, job satisfaction was the dependent variable and ten independent variables. But the partial regression coefficients were statistically significant only for transformational leadership and laissez faire leadership. So, the final multiple linear regression model was explained by following line.

$$\text{Job satisfaction} = 2.25 + 0.14287 * \text{transformational leadership} + 0.08 * \text{laissez-faire leadership}$$

According to this regression line, there is 0.14287 units changes in job satisfaction when transformational leadership is changed by a single unit in same direction. Similarly, there job satisfaction will be changed in same direction by 0.08 unit when laissez-faire leadership is changed by single unit whereas the constant term in the model accounted for 2.25.

Table 15. Partial regression coefficients of the independent variables in regression model

Variable	DF	Parameter Estimate	Standard Error
Intercept	1	2.25595*	0.23853
Transformational Leadership	1	0.14287**	0.05764
Transactional Leadership	1	0.06700	0.05017
Laissez Faire Leadership	1	0.08099**	0.03250
Gender	1	-0.01010	0.06745
Rank	1	0.06967	0.05515
SLC or Less Education	1	-0.26672***	0.14488
Bachelor Level Education	1	-0.20253	0.14353
Master Level Education	1	-0.22077	0.13416
Work Experience	1	-0.03074	0.05317
Age	1	-0.01879	0.07409
N	165		
R ²	22.14		
Adjusted R ²	17.09		
F (10, 164)	4.38		
P-value of ANOVA	<0.0001		

*Significant at 0.01 level of significance

**Significant at 0.05 level of significance

***Significant at 0.1 level of significance

Testing of Hypothesis Four (H4 and H4-1, H4-2, H4-3). Table 16 illustrated the standardized partial regression coefficients of independent variables in the regression model. The standardized partial regression coefficient of transformational leadership style (0.25) was the highest among others followed by the standardized estimate of laissez-faire leadership style

(0.18) and transactional leadership style (0.14). The partial regression coefficients of transformational and laissez-faire leadership were significant at 0.05 level of significant but partial regression coefficient of transactional leadership was not found to be significant at 0.05 level of significance.

For Hypothesis H4: there is no any evidence to accept the null hypothesis at 0.05 level of significance. This conformed the rejection of null hypothesis H4 of this study suggesting that there is significantly different influence of leadership styles in employee job satisfaction in Nepalese federal civil service.

For Hypothesis H4-1: the standardized partial regression coefficient of transformational leadership style (0.25) which is statistically significant and the greatest among the value of standardized partial regression coefficients of transactional and laissez-faire leadership style. So, there is no any evidence to reject the null hypothesis. This conformed the rejection of null hypothesis indicating that transformational leadership style have higher predictability in job satisfaction than transactional and laissez-faire leadership style in Nepalese federal civil service.

For Hypothesis H4-2: the standardized partial regression coefficient of transactional leadership style (0.14) which is statistically insignificant at 0.05 level of significance and less than the value of standardized partial regression coefficients of transformational and laissez-faire leadership style. So, there is no any evidence to reject the null hypothesis. This conformed the acceptance of null hypothesis indicating that transactional leadership style has least predictability in job satisfaction than transformational and laissez-faire leadership style in Nepalese federal civil service.

For Hypothesis H4-3: the standardized partial regression coefficient of laissez-faire leadership style (0.18874) which is statistically significant at 0.05 level of significance and greater than the value of standardized partial

regression coefficients of transactional but less than transformational leadership style. So, there is no any evidence to reject the null hypothesis. This conformed the acceptance of null hypothesis indicating that laissez-faire leadership style doesn't have higher predictability in job satisfaction than transformational leadership style.

By analyzing the results of testing of hypothesis four (H4 and H4-1, H4-2, H4-3), transformational leadership exhibited the highest contribution in the model to job satisfaction followed by laissez-faire leadership style at 0.05 level of significance. The contribution of the transactional leadership style was found to be less than; and statistically insignificant compared to other selected leadership styles in this study.

Table 16. Standardized partial regression coefficients of the independent variables

Variables	DF	Parameter Estimate	Standard Error	Standardized Estimate
Intercept	1	2.25595*	0.23853	0
Transformational Leadership	1	0.14287**	0.05764	0.25699
Transactional Leadership	1	0.06700	0.05017	0.14047
Laissez Faire Leadership	1	0.08099**	0.03250	0.18874
Gender	1	-0.01010	0.06745	-0.01086
Rank	1	0.06967	0.05515	0.16131
SLC or Less Education	1	-0.26672	0.14488	-0.28415
Bachelor Level Education	1	-0.20253	0.14353	-0.18418
Master Level Education	1	-0.22077	0.13416	-0.28090
Work Experience	1	-0.03074	0.05317	-0.06345
Age	1	-0.01879	0.07409	-0.02753

*Significant at 0.01 level of significance

**Significant at 0.05 level of significance

4.6. Results of Personal Interview

This study administered a personal interview to collect the individual perceptions on the following three questions with five officials from different level working in the OPMCM. The answers from the following five officials (gaugette, non-gauzette and classless staffs) mostly found transformational leadership in top level management and transactional leadership in middle level and assistant level staffs. They see laissez-faire leadership in shortly staying top level managers which might be very destructive in the OPMCM. Similarly, they are satisfied with transformational leadership behaviors and recommend the same leadership style to be implemented to increase employees' job satisfaction. At the same time, some of them recommended transformational cum transactional leadership in short term too.

Name of Respondent from OPMCM/ Questions	Question no. 1	Question no. 2	Question no. 3
	Which leadership style (Transformational, Transactional or Laissez-faire Leadership) theory do/did you find in the OPMCM? Please, explain in brief.	Which leadership style (Transformational, Transactional or Laissez-faire Leadership) do/did you find more favorable to increase employees' job satisfaction in the OPMCM? Please, mention	Which factors of leadership styles do you recommend to implement to increase employees' job satisfaction in the OPMCM? Please suggest three important recommendations

		few reasons.	
Mr Pradyumna Prasad Upadhaya, Under Secretary,	<p>I found in OPMCM mostly the transactional way of working while there were few instances when some organizational leaders held laissez-faire style of leadership. OPMCM is the apex policy making body where you find top leadership of the country i.e. Prime Minister, top official of the bureaucracy i.e. Chief Secretary, Secretaries, Joint Secretaries, Advisors to the PM and other middle level managers. Due to its nature of dealing with policy making activities, the leaders generally focus on substantial policies and their future impact. Thus they seem asking the lower level staffs for diligent work. In this process, they try to convince staff through carrot and sometimes give stick indirectly. On the other hand, some leaders</p>	<p>I think, these all styles should anyhow be used as per the need of the organization. However, as I assume, transformational leadership should lead the top level organization such as OPMCM. I worked under many Prime Ministers while I was in OPMCM. In all cases, I found that the top leaders' working and leading style always reigned the bureaucratic working style. The people who were lethargic yesterday with the outgoing PM started actively working with the new comer PM and vice</p>	<ul style="list-style-type: none"> - Charisma with honesty: The leader, whether the top or the middle one, should have some features of charisma adjoined with honesty factor. - Participation in activities: The leader should understand its followers, their needs, acts and feelings. Leader's engagement in followers' actions give better results and greater job satisfaction. Obviously, OPMCM is no exception.

	(Secretaries, Joint Secretaries), as I felt, think they are there in OPMCM for a short period and will leave soon for a better job in another ministry, use laissez-faire style. They just pass the time and don't care much more on the organizational issues and staff activities.	versa. The top leaders' approach always took lead and bureaucratic leaders acted as per his/her way of thinking and action.	- Freedom of action and distant watch: Employees who are good enough to perform their given tasks and well-motivated should be given freedom and they should not be watched very frequently.
Mr. Kul Bahadur GC, Section Officer	I found mix forms of leadership theories in the OPMCM. Primarily, there is practice of transactional leadership overlapped by transformational one	I found transformational leadership theory more favorable in the OPMCM to increase job satisfaction of employees. This theory focuses on charismatic and visionary concept of leadership	I recommend supportive leadership style to implement increasing the employees' job satisfaction in the OPMCM. Coordinative and collaborative styles are also recommended.
Mr. Indra Mani Bhandari, Nayab Subba,	I found Transactional leadership style in the OPMCM. Mostly, I experience mix type of leadership i.e. an overlapping characteristics of transformational and transactional leadership. In policy level	I am satisfied more with transformational leadership theory than transactional or laissez-faire leadership style because leaders behave their	I recommend to implement transformational cum transactional leadership[theories in short term and transformational leadership style in long run in the OPMCM

Non-gauzette First Class	positions, I experience mix model whereas transactional behaviors in middle level managers,	followers as a complete human being and focuses on long term visions	
Mr. Bahadur Classless staff (Driver)	I found transformational leadership in top level management and transactional leadership in middle level managers.	Transformational leadership is the one which increases the employees' job satisfaction. I think, laissez-faire leadership also works in the OPMCM because of their professional competency.	To increase the employees' job satisfaction, transformational as well as laissez-faire leadership should be focused in.
Mrs. Bimasingh Classless staff (Peon)	I think transformational leadership is abundant in the OPMCM. My boss at my division is visionary, and caring for his subordinates. He always focuses on the needs of individual and works in a team.	Obviously, we admire transformational leadership style because of its holistic approach. But I doubt with a few officials who also prefer transactional leadership.	I recommend to implement the transformational leadership behaviors to increase the employees' job satisfaction. This leadership style focuses on fulfillment of individual and organizational goals with long term visions.

4.7. Discussion on Major Findings of this Study

This study was conducted to test the relationship between three leadership styles from full range leadership theory with employee job satisfaction. After data analysis, there were five major findings in this study. First finding was an item mean score of 2.96, 3.15 and 3.19 for transformational leadership style, transactional leadership style and laissez-faire leadership style respectively. Though, the item mean score of leadership styles was near to score three indicated an average implementation of leadership theories in OPMCM, the implementation of laissez-faire leadership was the highest followed by transactional leadership whereas transformational leadership got the lowest mean score. Moreover, the mean difference in transformational and transactional leadership perceived by civil servants were found to be insignificant among the different demographic groups. But the mean difference in laissez-faire leadership perceived by civil servants were found to be significant among the different demographic groups with respect to rank and level of education of the respondents.

The second finding was an item mean score of 2.99 for employee job satisfaction. This score below the average positional value in Likert five-point scale indicated that the civil servants in OPMCM are not satisfied with their job. Among eight facets of job satisfaction the mean score of pay satisfaction, promotion satisfaction, fringe benefit satisfaction and communication satisfaction found to be less than three indicated their dissatisfaction in pay policies, promotion provisions and ineffective means of communication implemented in OPMCM. On the other hand, satisfaction with nature of work, operational procedures, supervisor and coworkers were the top three facets of job satisfaction. This signposted their satisfaction with their assigned work as well as the procedures they adopted to accomplish their responsibilities. Further, they feel comfortable; are satisfied with coworkers and supervisors at the work place. This showed a possibility of team work and team building at the work place if their leaders motivated them to work in team and collaboration. Moreover, the mean difference in job satisfaction experienced

by civil servants were found to be insignificant among the different demographic groups.

The third finding was Pearson's correlation coefficient between job satisfaction and independent variables. The significant correlation coefficient between job satisfaction and transformational leadership style ($r = 0.32$), transactional leadership style ($r = 0.29$), laissez-faire leadership style ($r = 0.22$) respectively. All three types of leadership styles exhibited weak correlation with job satisfaction. Moreover, among categorical variables, only education ($r = 0.15$) and rank ($r = 0.18$) were found to be positively and significantly correlated with job satisfaction.

The fourth finding was the positive relationship established between job satisfaction with two leadership styles (transactional and laissez-faire) in the model. This showed that only transformational and laissez-faire leadership were the predictor of job satisfaction and they explained 22.14% variability in job satisfaction. Whereas transactional leadership style was not a significant predictor of job satisfaction showed that employees either perceive transformational or laissez-faire. The significantly positive relation of transformational leadership is a good indication for internalizing the rapid changes happening in the Nepalese political and social dimension of the society in recent years. But the general public or the political leadership occasionally blame bureaucracy for being a static player in the change management discourse.

Lastly, among three leadership styles, transformational leadership accounted for the better predictor of job satisfaction whereas laissez-faire leadership style came to the second position followed by transactional leadership style. But transactional leadership style was positively but insignificantly related with job satisfaction.

From the qualitative data, collected via personal interview, there are some important notes which are similar to the results from quantitative methods.

Qualitative data also supported that employees' are satisfied with transformational leadership style. They prefer transformational leadership to be implemented in the OPMCM to increase job satisfaction. Further, they found, mostly, transformational leadership behaviors. Few of them found transactional cum transformational and few others laissez-faire leadership in the OPMCM. These results supported the findings of quantitative data. Hence, this research successfully utilized the modes of Triangulation method to examine the relationship between leadership styles and employees' job satisfaction.

4.6.1. Transformational Leadership and Employee Job Satisfaction

As expected and similar with the majority of the past literatures, transformational leadership style was found to be a significant predictor of job satisfaction in Nepalese federal civil service. This result showed that the bureaucratic leaders are ready to internalize change and to be change agent for implementation of recently promulgated new constitution of Nepal.

This result is consistent with the experiences in Nepalese public sector, other developing and developed countries (Asghar & Oino, 2017; Choi, Goh, Adam, & Tan, 2016; Febres, 2017; Libano et al., 2017; Masood et al., 2014; Savery, 1991; Shrivasti & Bhola, 2014; Shrestha, 2012; Unutmaz, 2014; Uprety, 2016; Yaseen, 2013). This implies that Nepalese civil servants are willing to fulfil followers' basic needs and higher desires, as well as inspiring followers to suggest solutions toward working and achieving goals together more effectively (Bolden et al., 2003; Stewart, 2006).

Civil servants perceive bureaucratic leaders as role model who works for developing shared vision and improving relationship with followers. So, the junior employees are following their ideal higher rank officials.

Leaders create supportive environment and recognizing the needs, desires of subordinates and empowering and supporting them to achieve their goals as a mentor (Avolio, Bass, & Jung, 1999; B.M. Bass & Avolio, 2000; Bernard M. Bass, 1985; Bolden et al., 2003; Mathew & Gupta, 2015). They are perceiving positive and significant transformational leadership behavior in Federal civil service through which they perceive significant level of job satisfaction. As OPMCM is a center of power and influence, an office for both head of the government and head of the bureaucratic position, employees are perceiving transformational leaders in civil service to make them satisfied. With the perceived level of satisfaction, they can be motivated and perform their work better quality and quantity. This will ultimately increase both the individual as well as organizational level goals and objectives.

Transformational leadership refers sharing knowledge with subordinates in order to stimulating creativity, ideas, and solution and sharing vision, focusing on a mission, and inspiring pride, respect, and trust in followers. Transformational leadership motivates subordinates to a high level of moral and ethical conduct (B. J. Avolio et al., 1999; B.M. Bass & Avolio, 2000; Bernard M. Bass, 1985; Lowe et al., 1996). This casual relation has given an evidence that bureaucratic culture has been changed over time with the dramatic and rapid political transformations in the country. Similarly, the supervisors in OPMCM promote team spirit and setting up higher expectations of subordinate to keep them satisfied and motivated to stay in job and achieve the common or complex goals and objectives together.

Nepal has witnessed rapid political and social changes in the recent decades. The long-ruled Monarchy was abolished. The unitary political and administrative system has been changed to federal system. The state has been changed to secular from a Hindu kingdom. The rapid changes outside the bureaucracy might have brought changes to the civil service too.

Transformational leadership and organizational culture are positively related and influential to the learning organization in Nepal. A transformational leader can influence organizational culture and overall development in positive direction (Rijal, 2016). So, implementation of transformational leadership likely to transform the civil service to a more responsive, accountable, visionary and functioning to meet the demand of 21st century. Improved organizational culture and values may change the attitude and behavior of employees to adapt transformational leadership and may experience increased level of job satisfaction.

4.6.2. Transactional Leadership and Employee Job Satisfaction

The relationship between transactional leadership style and employee job satisfaction in this study found to be positively but insignificantly related. The result is similar to the majority of the past studies in Nepalese public, other countries (Asghar & Oino, 2017; Choi et al., 2016; Febres, 2017; Libano et al., 2017; Masood et al., 2014; Savery, 1991; Shravasti & Bhola, 2014; Shrestha, 2012; Unutmaz, 2014; Uprety, 2016; Yaseen, 2013). . As the civil employees in OPMCM perceived satisfaction from transformational leaders in the service they did not see any exchange of the valued things with their supervisors to achieve their interest, as well as those of employee. But these change dimension is very common and can be realized at many levels throughout all types of organizations (Burns, 2012; Warrick, 2011).

Because of the higher influence of transformational as well as laissez-faire leadership at OPMCM masking the general transactional leadership behavior which prefer putting out rewards and punishments to influence employees. Employees are rewarded or punished respectively on their success or failure at job (Bernard M. Bass, 1985). The rent seeking, incentive-oriented behaviors of civil servants seem to be overruled by the coaching, counselling and

guidance from the supervisors. The long-term developmental strategy adopted by the office to achieve socioeconomic transformations of Nepalese society is likely to influence, motivate and keep civil servants satisfied to behave in conformity with the current national agendas.

In few years back, general perception on civil service was not quite good. Civil service as a whole was blamed to enjoy informal connections and close affinities from inside and outside of the service at their work place in decision making. Additionally, civil servants are often guided more by orientation, ascription, hierarchy and collective norms (Jamil & Dangal, 2009). But with the changes in the societal structure and organizational cultures, they prefer to share knowledge, take care of subordinate and motivate them to achieve long term goals and objectives. Nepalese bureaucracy adopted a policy of inclusiveness, representativeness by adopting a specific representative quota system. This has paved the way to welcome change agents, visionary officials and a break down in the closed bureaucratic culture. So, civil servants at OPMCM, don't perceive any significant job satisfaction through transactional leadership.

4.6.3. Laissez-faire Leadership and Employee Job Satisfaction

The positive relationship between laissez-faire leadership and employee job satisfaction in Nepalese civil service has shown mixed evidences of existence with the past literatures. This study also revealed that civil servants were not satisfied with transactional leadership and perceived job satisfaction from transformational and laissez-faire leadership. Laissez-faire leadership is also termed as no leadership process.

Laissez-faire leadership gives complete freedom to employees and nonparticipation from directly influencing subordinates and giving direction.

They do not participate in group or individual decision making (Bernard M. Bass, 1985; Deluga, 1990; Lewin et al., 1939). The finding in Nepalese context signposted that the employees in civil service expect more freedom with sufficient resources to accomplish their responsibilities. Moreover, that makes them satisfied and comfortable at work place. They are likely to enjoy autonomy rather than interference from their supervisors and experience empowerment in decision making and get their jobs done themselves. The recruitment in Nepalese civil service is completely based on merit and individual competence. So, the civil employees recruited through a series of competitive examination likely to possess skill, knowledge and expertise to accomplish their responsibilities in the office. They expect sufficient delegation of authority and resources; necessary to finish their tasks. Laissez-fair leaders prefer to delegate sufficient authority and resources to make decisions and complete tasks by using their own style to the subordinate and have no specific way of achieving goals (Lewin et al., 1939). Therefore, they experienced more job satisfaction with laissez-faire leadership style in Nepalese civil service. So, Government of Nepal, as much as possible, should implement the laissez-faire leadership mode to keep civil servants satisfied at their job.

On the other hand, followers, with high quality skill, knowledge and abilities accomplish their tasks on their own. This may lead to higher job satisfaction, better motivation and morale in followers' side and beneficial to both the followers and the whole organization. At the same time; lack of long-term goals, team exercise and absence of learning from others can be shortcomings for modern organizations where an expected level of team work and many interdependent tasks have to be performed to achieve the organizational vision, mission, goals and objectives (Lewin et al., 1939). So, in case of long and strategic planning process, Government of Nepal should

carefully implement the theories of laissez-faire leadership. Further, laissez-faire leadership; with the employees lacking necessary skill, knowledge and experiences can backfire the organizational goal attainment. Therefore, Government of Nepal or the top management in Nepalese federal civil service should aware of this demerit of laissez-faire behavior before considering its implementation to keep civil servants satisfied at their job.

4.6.4. Predictability of Job Satisfaction by different Leadership Styles

This study revealed that among three leadership styles, transformational leadership accounted for the better predictor of job satisfaction whereas laissez-faire leadership style came to the second position followed by transactional leadership style. But transactional leadership style was positively and insignificantly related with job satisfaction.

Firstly, these findings show a clear affinity of civil servants towards transformational leadership to stay satisfied in the job, among three leadership styles. As Kuhnert and Lewis (1987) asserted that transactional leadership differs from transformational leadership in the condition on that transactional leaders doesn't separate needs of followers or focus on their personal development. Transactional leaders exchange things of value with subordinates to achieve their own and followers' demands (Kuhnert & Lewis, 1987). So, civil servants perceive more satisfaction through their supervisor's long-term perspective, motivation and charisma. They are satisfied and encouraged towards transformational leaders to get coaching, guiding and directions for individual as well as organizational goals attainment.

Secondly, transactional leadership theory recommends that both the leaders and followers may have significant power and influence through a mutual beneficial exchanges (Deluga, 1990). Civil servants are always hungry of power and their influence inside and outside of the service. With adoption

of transactional behavior, both the supervisor and subordinate perceive satisfaction by expanding their power and influence in the work place. But Federal bureaucrats perceived more happiness from visionary and strategic leaders in the service. the focus of the political leadership, now a days, is fully concentrated on implementation of public policies to achieve goals of socioeconomic transformation of the Nepalese society. Political leadership are also motivating bureaucrats to act as a change agent and a development manager. This kind of interaction and ambition might have prepared civil servants not to go for short term transactional behaviors.

Thirdly, laissez-faire leaders prefer autonomy and freedom to their subordinates with full authority and required resources. This leadership style allows employees to accomplish their tasks at their personal competency and skill. (Bernard M. Bass, 1985; Deluga, 1990; Lewin et al., 1939). So, Nepalese bureaucrats perceive more satisfaction by laissez-faire leaders in comparisons to transactional leaders. This showed that they preferred either visionary, charismatic and strategic supervisor or they choose autonomy, more delegation of authority and resources.

Finally, Bass asserted that transformational and transactional leadership are different concepts and further argued that leaders with both transformational and transactional behavior are the best leaders (Judge & Piccol, 2004). Hence, Government of Nepal may implement both leadership theories in order to get the best result from the bureaucratic leadership as per the demand of the situation

Chapter 5: Conclusion and Recommendations

This study was conducted to test the leadership style theory (transformational leadership theory, transactional leadership theory and laissez-faire leadership theory) which relates these leadership styles with employee job satisfaction in Nepalese federal level civil service. In order to test the hypotheses which were generated to answer particular research question of this study, multiple linear regression model was performed with the data collected through a survey related to independent and dependent variables. This section of the study presents conclusions, policy recommendations to Government of Nepal, recommendations for further research and limitations of this study.

5.1. Conclusions

This study examined the relationship between leadership styles (transformational, transactional and laissez-faire) and employee job satisfaction in Nepalese federal civil service. The gap in the literature for Nepalese federal civil service was identified by using the existing literatures in full range leadership theory, Herzberg's two factor theory, Vroom's theory in job satisfaction and Spector's job satisfaction theory. Is there any relationship between leadership theory (transformational, transactional and laissez-faire) and employee job satisfaction with control variables: gender, age, work experience, leadership rank and education in Nepalese federal civil service? was the main research question of this study. In order to answer this research question, select literature reviews on the leadership styles theories, job satisfaction and the scholarships on relationship between leadership styles and employee job satisfaction were conducted to find out a research gap. This study formulated four main hypotheses to examine the relationship between job satisfaction and transformational leadership style, transactional leadership

style and laissez-faire leadership style with gender, age, work experience, rank and education as control variables. The target population of this study was Office of the Prime minister and Council of Ministers (OPMCM) in Nepal which contained currently working 281 full time civil servants. A random sample of 165 was selected from the population by using proportionate stratified sampling method. The perception on leadership styles and job satisfaction was collected by using Multifactor Leadership Questionnaire 6S form (B. J. Avolio & Bass, 2004) and Job Satisfaction Survey (Spector, 1997) respectively.

Further, descriptive analysis related to the dependent and independent variables and correlation analysis was performed. All three types of leadership styles; and rank and education from control variable found to be correlated significantly with job satisfaction. The ANOVA test was performed to conform the significance difference of means of transformational leadership, transactional leadership, laissez-faire leadership and job satisfaction among different level of control variables. Only different levels of rank and education showed significant differences in their mean perception on laissez-faire leadership style.

The t-test and multiple linear regression model was performed to test the hypotheses of this study. The first null hypothesis was rejected conforming that there is a statistically significant relationship between transformational leadership style and job satisfaction at 0.05 level of significance. On the other hand, the second null hypothesis was accepted to confirm a positive and but insignificant relationship between job satisfaction and transactional leadership. But, the third null hypothesis was rejected conforming that there is a statistically significant relationship between laissez-faire leadership style and job satisfaction at 0.05 level of significant. Furthermore, after testing fourth hypothesis and three null hypotheses under it, transformational leadership was exhibited as a stronger predictor among all

leadership style under this study. Further, out of three independent variables and seven control variables, this study found a positive and statistically significance relationship between transformational leadership style; laissez-faire leadership style with job satisfaction. The predictors in the regression model showed 22.14% percent variability in job satisfaction in OPMCM. The major findings of current study were believed to contribute in the field of public human resource management in Nepalese civil service as well as in the field of public administration.

5.2. Policy Recommendations to Government of Nepal

As this study established a positive and significant relationship between employee job satisfaction and transformational leadership style cum laissez-faire leadership style, the adoption of these leadership styles in wider range is recommended to the government of Nepal and the management in OPMCM to increase the level of job satisfaction of the employees. On the one hand, the level of job satisfaction in OPMCM is higher at the higher rank official and it is retarded while going down to the lower rank officials. Government of Nepal should seriously think about how to increase the job satisfaction of these officials. Implementation of transformational leadership theories can be a means to boost the decreasing level of employee job satisfaction at OPMCM.

Further, Bass asserted that transformational and transactional leadership are different concepts and further argued that leaders with both transformational and transactional behavior are the best leaders (Judge & Piccol, 2004). Hence, Government of Nepal should, cautiously implement both transformational as well as transactional leadership theories in order to get the best result from the satisfied bureaucratic leadership.

Implementation of laissez-faire leadership style is also tricky for the managers in the organization. This leadership style prefers delegation of authority and necessary resources to the subordinates to take decisions while accomplishing their tasks. But subordinates should be skilled and competent to effectively utilize their authorities and resources. Otherwise the result of implementation of laissez-faire leadership might not be effective for organizational perspectives. Also, this leadership style doesn't focus on long term perspective. So, Government of Nepal, as much as possible, should implement the laissez-faire leadership mode to keep civil servants satisfied at their job given the condition of availability of skilled and competent human resource and in line with long terms goals.

5.3. Recommendations for the Further Research

This study was a quantitative, non-experimental survey research. The target population was Nepalese federal civil service, particularly, OPMCM audits undertakings; and tried to examine the relationship between transformational leadership style, transactional leadership style, laissez-faire leadership style and employee job satisfaction. So, any studies with the similar topic covering whole Nepalese civil service as well as any comparative studies between different tiers of government in Nepal are recommended for the future study. Also, any comparative studies in similar topic between public and private sector leadership is also expected to be conducted in the future. Similarly, any study with experimental research design is also among the recommended for the further studies.

5.4. Limitations of the Study

There were a few limitations identified by the researcher in this study. Firstly, the relatively small target population and small sample size may restrict in the wider generalizability of the findings of this study. So, this study

used a relatively sufficient sample, strictly random sampling method; and sample size was used as recommended by Rao soft online sample calculator to increase its external validity. The sample size of 165 might be smaller to interpret the results of this study but the G*Power analysis indicated this sample size was sufficient to an 93.93% power with the minimum sample size of 165 with ten predictors in the model.

Secondly, the complex social phenomenon was captured by using a quantitative survey is another limitation of this study. In order to cope with this limitation, a wide range of questions from MLQ and JSS were adopted in the survey. A wide number of questions (53) were used to capture the perception of the respondents and it was left for almost one month to them to answer the questions. Also, this survey collected the perception on leadership styles and job satisfaction using a self-administered survey design. The opinion expressed by the respondents might be biased or untruthfully responded or insufficient to capture the real situation on leadership and job satisfaction. To mitigate this problem of self-administered survey design, this study used a reliable and valid survey instruments. The Job Satisfaction Survey and MLQ 6S used in this study acquired a Cronbach's alpha of 0.77 and 0.893 respectively.

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Appendix A: Consent Letter to Survey Participants

Dear participant,

This survey questionnaire instrument has been used in the thesis entitled, “The Relationship between Leadership Styles and Employee Job Satisfaction in Nepalese Federal Civil Service” for the partial fulfillment of the requirement for the degree of Master in Public Administration at Seoul National University, South Korea. The instrument intended to collect the information about your perception on leadership style (transformational, transactional and laissez-faire) and job satisfaction. The data collected through this survey will be used in my master’s degree dissertation. Please provide your honest and true perceptions regarding the statements included in the survey. This will take only 15 minutes of your precious time but will offer opportunity to identify the situation of this office and leadership style through your inner perceptions. Findings of this research are believed to be useful knowledge for understanding of leadership traits and level of job satisfaction and in long term for reform initiatives in Nepalese civil service. This dissertation involves the use of average perceptions for analysis that’s why your individual perceptions and beliefs are fully confidential and anonymous. You are humbly requested to provide your free and independent views and beliefs regarding the statements of this survey.

Please read all the sections and instruments carefully and respond to all the statements in quick way as far as possible.

Thanking you in advance.

Student Researcher,

Lila Ballave Nyaupane, GMPA, Graduate School of Public Administration,

Seoul National University, South Korea,

Contact No.:

Email:

Appendix B: Multifactor Leadership Questionnaire (MLQ) Form 6S

Instructions: This section of questionnaire provides a description for your leadership style. Twenty- one descriptive questions are listed below. Please judge how frequently each statement fits you. The word others may mean your followers, clients or group members

S.N.	Statements	Extremely Disagree	Disagree	Not Decided	Agree	Extremely Agree
1.	I make feel good to be around them	1	2	3	4	5
2.	I express with a few simple words what we could and should do	1	2	3	4	5
3.	I enable others to think about old problems in new ways	1	2	3	4	5
4.	I enable others develop themselves	1	2	3	4	5
5.	I tell others what to do if they want to be rewarded for their work	1	2	3	4	5
6.	I am satisfied when others meet agreed-upon standards	1	2	3	4	5
7.	I am content to let others continue	1	2	3	4	5

	working in the same ways always					
8.	Others have complete faith in me	1	2	3	4	5
9.	I provide appealing images about what we can do	1	2	3	4	5
10.	I provide others with news ways of looking at puzzling things	1	2	3	4	5
11.	I let others know how I think they are doing	1	2	3	4	5
12.	I provide recognition/ rewards when others reach their goals	1	2	3	4	5
13.	As long as things are working, I do not try to change anything	1	2	3	4	5
14.	Whether others want to do is OK with me	1	2	3	4	5
15.	Others are proud to be associated with me	1	2	3	4	5
16.	I help others find meaning in their work	1	2	3	4	5
17.	I get others to rethink ideas that they had never questioned before	1	2	3	4	5
18.	I give personal attention to others who seem rejected	1	2	3	4	5
19.	I call attention to what others can get for what they accomplish	1	2	3	4	5
20.	I tell others the standard they have to know to carry out their work	1	2	3	4	5
21.	I ask no more of others than what is absolutely essential	1	2	3	4	5

Appendix C: Job Satisfaction Survey (JSS)

Please circle the one number for each question that comes closest to reflecting your opinion about it

S.N.	Statements	Extremely Disagree	Disagree	Not Decided	Agree	Extremely Agree
1.	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5
2.	There is really too little chance for promotion on my job.	1	2	3	4	5
3.	My supervisor is quite competent in doing his/her job.	1	2	3	4	5
4.	I am not satisfied with the benefits I receive.	1	2	3	4	5
5.	When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5
6.	Many of our rules and procedures make doing a good job difficult.	1	2	3	4	5
7.	I like the people I work with.	1	2	3	4	5
8.	I sometimes feel my job is meaningless.	1	2	3	4	5
9.	Communications seem good within this organization.	1	2	3	4	5
10.	Raises are too few and far between.	1	2	3	4	5
11.	Those who do well on the job stand a fair	1	2	3	4	5

	chance of being promoted.					
12.	My supervisor is unfair to me.	1	2	3	4	5
13.	The benefits we receive are as good as most other organizations offer.	1	2	3	4	5
14.	I do not feel that the work I do is appreciated.	1	2	3	4	5
15.	My efforts to do a good job are seldom blocked by red tape.	1	2	3	4	5
16.	I find I have to work harder at my job because of the incompetence of people I work with.	1	2	3	4	5
17.	I like doing the things I do at work.	1	2	3	4	5
18.	The goals of this organization are not clear to me.	1	2	3	4	5
19.	I feel unappreciated by the organization when I think about what they pay me.	1	2	3	4	5
20.	People get ahead as fast here as they do in other places.	1	2	3	4	5
21.	My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5
22.	The benefit package we have is equitable.	1	2	3	4	5
23.	There are few rewards for those who work here.	1	2	3	4	5
24.	I have too much to do at work.	1	2	3	4	5
25.	I enjoy my coworkers.	1	2	3	4	5
26.	I often feel that I do not know what is going on with the organization.	1	2	3	4	5
27.	I feel a sense of pride in doing my job.	1	2	3	4	5
28.	I feel satisfied with my chances for salary increases.	1	2	3	4	5
29.	There are benefits we do not have which we should have.	1	2	3	4	5
30.	I like my supervisor.	1	2	3	4	5

31.	I have too much paperwork.	1	2	3	4	5
32.	I don't feel my efforts are rewarded the way they should be.	1	2	3	4	5
33.	I am satisfied with my chances for promotion.	1	2	3	4	5
34.	There is too much bickering and fighting at work.	1	2	3	4	5
35.	My job is enjoyable.	1	2	3	4	5
36.	Work assignments are not fully explained.	1	2	3	4	5

Appendix D: Demographic Questions

Demographic Information Form

Please, mark (✓) one appropriate alternative from the following description regarding your personal information.

1. Gender:

☐

Male

☐

Female

2. Age:

☐

18 – 29

☐

30 – 49

☐

50 and Above

3. Work Experience:

☐

Less than 10 Years

☐

10 to 20 Years

☐

21 Years and Above

4. Level of Education:

Appendix E : Qualitative Questionnaire

Respected Sir /Madam,

I would like to request you to briefly respond following questions which will be a part of a dissertation written on “*The Relationship between Leadership Styles and Employees Job Satisfaction in Nepalese Federal Civil Service*”, and submitting to Seoul National University for the partial fulfillment of the Master degree in Public Administration.

Please read the following notes about Leadership style characteristics if you feel these beneficial for you to clearly understand leadership concepts.

Transformational leadership

- **Involves an exceptional form of influence that moves followers to accomplish their tasks at more than expected level,**
- **Generally contains charismatic and visionary leadership,**
- **A process that changes and transforms the people focusing on emotions, values, ethics, standards, and long-term goals,**
- **The emphasis is given to satisfying followers’ needs and treating them as a complete human being (Northouse, 2013).**

Transactional Leadership

- Exchange of valued things with employees to achieve their interest, as well as those of employee,
- Refers to the bulk of leadership models which focus on the exchanges of that occur between leaders and followers,
- The exchange dimension of this type of leadership is very common and can be realized at many levels throughout all types of organizations (Burns, 2012; Warrick, 2011),
- A process of putting out rewards and punishments to influence employees,
- Employees are rewarded or punished respectively on their success or failure at job.

Laissez-faire leadership

- Represents the non-transactional behaviors,
- Characterizes as nonappearance of leadership and leaders takes an approach of lets –things- ride,
- Leaders miss the mark to take the responsibilities, delays decisions, give no feedback,
- Reluctant to make any effort to fulfill the followers' needs,
- Leaders are not in contact and hence no transactions with followers occurs,
- Allows complete freedom to employees and nonparticipation from directly influencing subordinates; and giving no direction,
- Leaders do not participate in group or individual decision making,

- Gives more freedom, autonomy and flexibility to the followers (Bernard M. Bass, 1985; Deluga, 1990; Lewin et al., 1939).

1. Which leadership style (Transformational, Transactional or Laissez-faire Leadership) theory do/did you find in the OPMCM? Please, explain in brief.

2. Which leadership style (Transformational, Transactional or Laissez-faire Leadership) do/did you find more favorable to increase employees' job satisfaction in the OPMCM? Please, mention few reasons.

3. Which factors of leadership styles do you recommend to implement to increase employees' job satisfaction in the OPMCM? Please suggest three important recommendations.

Abstract in Korean

네팔 연방 정부의 리더십 유형과 직업 만족도 간 관계

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본 논문은 네팔 연방 정부에서 리더십 유형(변혁적, 거래적, 자유방임적 리더십)과 공무원의 직업 만족도 간의 관계에 대해 분석한다. 리더십 이론과 직업 만족도 이론에 대한 선행 연구를 살펴보면 네팔 연방 정부에 대한 연구는 아직 이루어지지 않았다. 본 연구는 리더십 유형(변혁적, 거래적, 자유방임적 리더십)과 공무원의 직업 만족도 사이에 상관관계가 있는지를 연구 질문으로 설정하고 성별, 연령, 직무 경험, 계급, 학력을 통제변수로 두었다. 조사대상은 네팔 연방 정부조직 중에서도 특히 내각총리실(OPMCM)에 소속된 281 명의 정규직 공무원으로 선정하였다. 그리고 확률비례 층화표본추출법을 사용하여 165 명의 표본을 추출하였다. 리더십 유형과 직업 만족도에 대한 인식은 각 Avolio & Bass(2004)의 다요인 리더십 조사 설문지 6S(MLQ)와 Spector(1985)의 직업 만족도 조사 설문지를 활용하여 조사하였다.

연구 가설을 검정하기 위해 기술적 분석, 상관분석, 분산분석, t-검정과 다중회귀분석을 시행하였다. 검정 결과 변혁적 리더십, 거래적

리더십, 자유방임적 리더십의 세 개의 독립 변수 중 변혁적 리더십과 자유방임적 리더십만 종속 변수인 직업 만족도와 통계적으로 유의한 수준에서 양의 상관관계를 보였다. 그리고 회귀분석 결과 결정계수는 0.2214로, 리더십이 직업 만족도를 설명하는 정도인 모형의 설명력은 약 22.14%이며 약 71.86%는 리더십 외 다른 변수에 기인하는 것으로 나타났다. 이는 선행 연구의 결과와 일부는 일치하고 일부는 상반되는 결과이다.

본 연구는 네팔 연방 정부 및 공공부문의 인적 자원 관리에 기여할 수 있을 것이라 기대된다. 네팔 정부는 공무원의 직업 만족도 향상을 위해 변혁적 리더십과 자유방임적 리더십의 두 가지 선택지를 가지고 있다. 그 중에서도 변혁적 리더십은 공무원의 직업 만족도에 더 효과적일 것으로 보이며, 장기적인 전략 계획, 사업과 정책을 추진하는데 적합하다. 향후 연구 대상을 네팔 정부 전체로 확대하고, 행정부, 입법부, 사법부에 대한 비교 연구가 이루어져야 할 것이다.

주제어: 변혁적 리더십, 거래적 리더십, 자유방임적 리더십, 직업 만족도, 내각총리실(OPMCM), 네팔
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